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September 17, 1985

To: The City of Toronto Executive Committee

Subject: Reorganization - Treasury and Administration Divisions, Finance Department

Origin: Commissioner of Finance and Executive Director, Management Services Department (c10exec85140:100)

Comments:

In 1983, the Commissioner of Finance initiated the development of a Goals and Objectives Program and a review of organizational structure for the Treasury Division and requested assistance for this undertaking from the Management Services Department.

The purpose of this program was to assess the goals and objectives in the Treasury Division in the light of changing service and functional requirements. The final intent was to create structures and allocate resources to permit an effective Treasury Division which will meet its mandate within the Finance Department and the City and will be able to adapt to future requirements.

Issues arising from the process for the Treasury Division suggested that the examination should be extended to include the Administration Division, and recommendations are made herein to enhance that Division's effectiveness as a departmental administration and support operation.

TREASURY DIVISION - SCOPE AND METHOD OF STUDY

The scope of this project involved, in its initial phase, the examination of the current status of goal definition and attainment in the Treasury Division.

The following methodology was used:

- The goals and objectives definition process was centered on the senior administrative management levels within the Division, with the Director and Section Supervisors directly involved. This decision rested on the concept that changes to the Division's goals had to be made by those most knowledgable in functional areas, who would be ultimately responsible for the implementation of any changes;

. This Goal and Objectives Task Force made decisions about goals and objectives in consensus after open discussion, and the Task Force met on a weekly, bi-weekly and monthly basis at various points in the study to consider data gathered through questionnaires and other instruments;

Following a review of the goals and objectives, it appeared clear that the present structure and distribution of responsibilities in that Division was no longer the most effective way to ensure delivery of necessary financial services, and specific structural and organizational problems were identified.

The second phase of the project involved defining a framework for developing future goals for the Division, considering various aspects of proposals for the future, and examining the Division's organization structure.

Options for change were developed through the use of small groups of Managers most knowledgable in the functional area under discussion, who evaluated functional and organizational change proposals. Anticipated impacts on current structure and functioning were outlined, costs and workload data was gathered, and final recommendations were made and discussed. For purposes of the study, the Treasury Division was viewed as an organization with a number of interacting functions. Through an in-depth discussion process, the functions necessary to maintain Treasury responsibilities for the City of Toronto were identified and agreed upon in consensus. The activities of the last phase have included consideration of structural changes and requirements for reorganization.

TREASURY DIVISION - ISSUES AND PROBLEMS

Over the past five years, the Treasury Division has coped with an extremely varied and wide ranging mandate and increased requirements for service to City Council and the public by directing its energy towards meeting external needs.

As a consequence, the Treasury Division has experienced certain internal problems which are being addressed in part by this proposed reorganization. Earlier this year, a detailed report was tabled with the Commissioner of Finance that proposed changes to management methods, operational planning procedures and internal checks and controls in the Treasury Division. The changes to management methods and planning procedures are being implemented independently of this report. The following major problems and issues are being addressed by the organization changes to be proposed.

- The functions and responsibilities of the Treasury Division have become too complex and diversified to be managed by one Director. The areas of revenue, pensions, cash management, investment and insurance are all part of the Treasury Division at present, with each area requiring considerable attention to policy and legislative changes. As a result, managerial resources in this Division have become spread too thinly to optimize effectiveness;

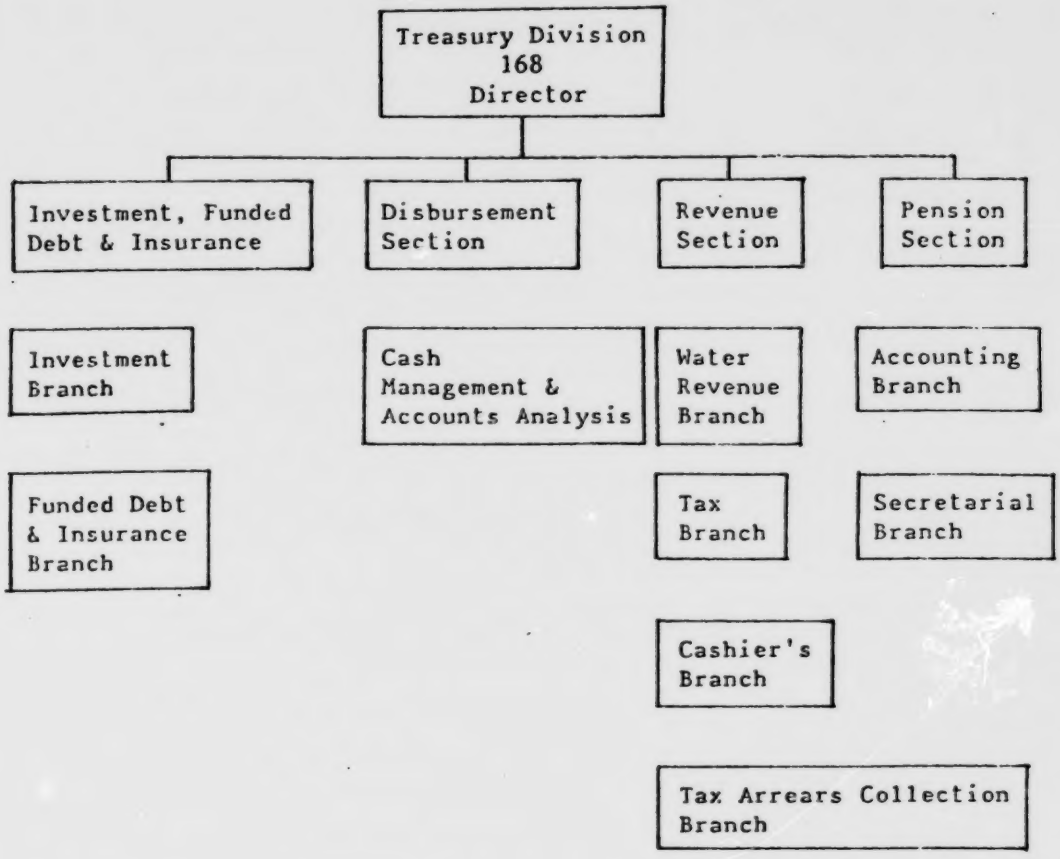
- There exist areas where internal control in Treasury Division operations can be improved. For example, separation of authorization of transactions from recording them in the Tax & Water Operations is not clear cut, with transactions being initiated, recorded and approved within the same Section. In addition, investment processes are initiated, and funds authorized within one Section and custody of financial assets is not segregated from record keeping;

- There are resource deficiencies, imbalances or inappropriate allocations which affect the functioning of the Treasury Division. Examples include the pension fund portfolio and cash management functions being inappropriately defined and staffed, and resources not being available to deal with tax policy issues.

In summary, the underlying problems with the current organization of the Treasury Division are related to the size and complexity of the Division, to the way in which internal financial controls are established, and to the allocation of both specific functions and staff resources assigned to the various functions. A restructuring of the Division is proposed in order to address these concerns.

TREASURY DIVISION - CURRENT STRUCTURE

The present structure of the Treasury Division and specific problems currently being experienced in each Section area discussed below.



Each of these areas has been examined extensively, with the following specific concerns being raised.

A. Investment, Funded Debt & Insurance

This Section is responsible for several important functions:

- The investment of monies from the Toronto Civic Employees Pension and Benefit Fund, and the Toronto Fire Department Superannuation and Benefit Fund;
- The daily short-term money market investments of City monies;
- The coordination of borrowing money in connection with the City's Capital Works Program, and planning for repayment of these funded debts;

- The implementation of insurance programs required to prevent financial losses to the City through employee accidents or equipment destruction, third-party claims, etc.;

- The coordination of administration of employee benefit plans placed with insurers e.g., Group Life, Long-term Disability, and Extended Health Insurance.

The Investment Branch is not involved in deciding the amount and term to be set for short-term money market investments. Information regarding investments amounts and terms are provided by the Disbursement Section, which gathers forecasting data on a daily basis from other Finance Department units.

In addition, the Investment Branch is so heavily involved in pension matters that it cannot give adequate attention to the analysis of City working capital reserves and cash flows. Further, there is a concern about internal controls since the Investment Branch staff not only place investments, but also maintain custody of investment documents and keep the related accounting records.

It is considered that the City's best interest will be served if pension fund investment matters and City corporation investment matters are separated as much as practicable, with the short-term investment decisions made as part of a cash management planning and investment function.

The changes proposed to deal with these issues are the assignment of the Investment Unit to the Pension Section, and establishment of a City Cash Management Unit. These units are to be created from the existing Investment, Funded Debt & Insurance Branch, with staff being assigned as appropriate.

With respect to Funded Debt Management, as debenture issues by the City have virtually all been redeemed, causing a reduction in workload, funded debt staff have become involved in planning the funding and borrowing aspects of the Capital Budget, in cooperation with Management Services Department and Metro Treasury in these areas. In addition, research to aid in financial policy development has also been undertaken by this unit.

The structural changes proposed to the Treasury Division are intended to take advantage of this expertise, and to re-define these functions to clearly reflect staff responsibilities in the above areas.

Risk management and insurance requirements necessitate better coordination. It is presently the practice for operating

departments to define their own insurance requirements, and then to ask the Insurance Unit to buy that coverage. Further initiatives are required to review City operations and suggest what type and level of coverage are available or would be best in order to work toward better control of the significant insurance claims and high levels of insurance premiums.

It is proposed that the Insurance Unit be established as a Section, independent of other responsibilities such as Funded Debt. Within the new Section, responsibility for property and casualty insurance would be assumed by an Analyst and Clerk who are separate from the Analyst who would be dealing with employee benefit plan coverages. Specific establishment changes are outlined later in this report.

B. Disbursement Section

The diverse responsibilities of this Section include preparing and signing cheques, maintaining bank reconciliations and preparing daily bank report and various cash flow forecasts which form the basis for short-term investment and cash control decisions.

This diversity is impairing the concentration of effort on cash management processes necessary to ensure the best possible use is made of money paid to the City. In addition, the Disbursement Section interacts closely with the Accounts Payable Section of the Accounting Division in the Finance Department. The separation of the functions in these Sections has led to some lack of coordination in the preparation and disbursement of cheques operations. This is addressed by structural changes proposed in subsequent sections.

C. Revenue Section

The Revenue Section in the Treasury Division is organized in four branches, as follows:

- Tax Branch
- Cashier's Branch
- Tax Arrears Collection Branch
- Water Revenue Branch

The overall purpose of these functions is to bill and collect revenues of the Corporation. The problems associated with this Section are as follows:

. The Cashier's Branch is in the same Section as the Tax Branch, creating an internal control problem;

- The Section itself is massive, leading to an over extended span of control on the part of the Revenue Administrator;

- The Water Revenue Branch has had a computerized accounting system in place for some time, leading to a reduction in staff workload volumes, while the establishment has not been reduced to reflect this change.

D. Pension Section

This Section currently manages the assets of two large pension funds aggregrating approximately $400 million. The assets are trust funds, administered by a Committee in accordance with the general provisions of the Trustees Act and By-laws governing the two funds.

The management of these funds is presently carried out by organizational units in two different areas of the Treasury Division - the Pension Section and the Investment Branch, as outlined earlier in this report.

There are several concerns associated with this Section. Firstly, there is a high need to maximize real return on pension fund investments, in order to fund benefit improvements. Current investment practices and policies in this Section are extremely conservative, and it is felt that investment results could be improved with better planning, better rate of return analysis and better investment research. Secondly, the administration workload of this Section has declined and a re-adjustment of staffing levels is required.

Changes proposed to deal with these issues include the consolidation of pension plan operations and investment under one Manager as set out in specific terms in the subsequent Section.

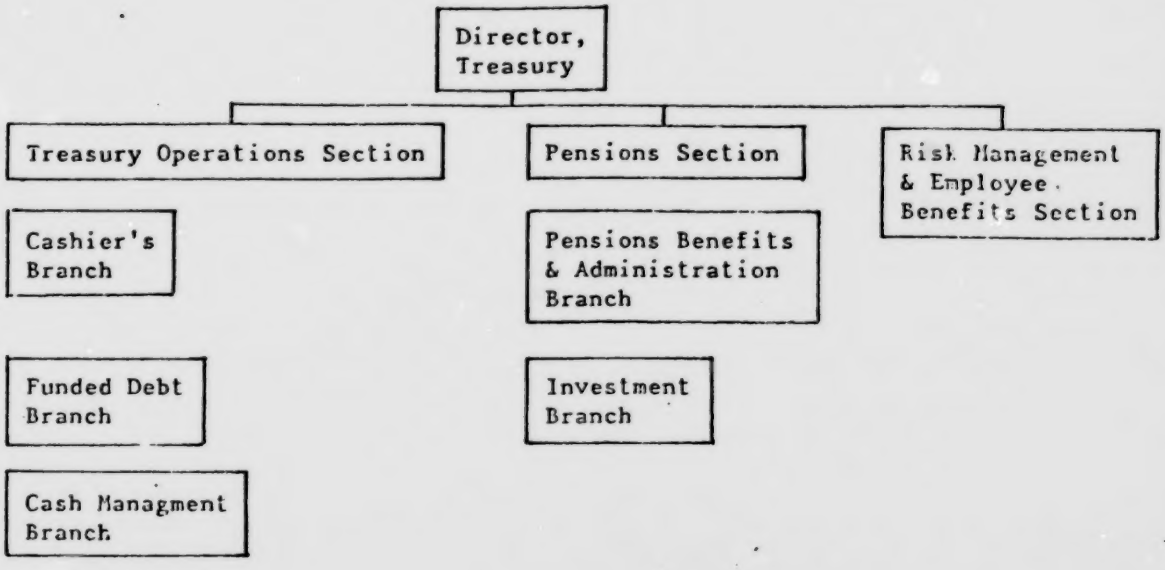
TREASURY DIVISION - PROPOSED ORGANIZATIONAL CHANGES

This report recommends that the Treasury Division be restructured to create two Divisions:

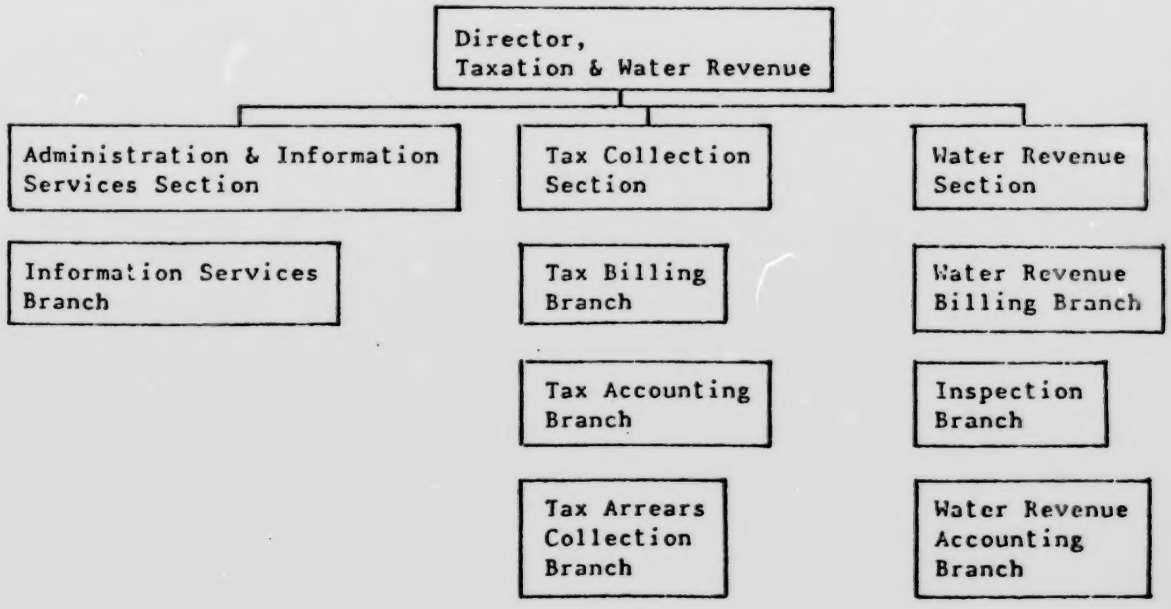
- A new Treasury Division
- A new Taxation and Water Revenue Division

The structure of the proposed Divisions is outlined below, and in detail in Exhibit II of this report.

Treasury Division



Taxation & Water Revenue Division



A. Treasury Division

The new Treasury Division structure enables the problem of size and complexity of the Division to be resolved by moving away the Tax Collection functions to the new Taxation & Water Revenue Division. In addition, a major internal control concern would be rectified by assigning the Cashier's Branch to the new Treasury Division, thereby separating the cash receipt and banking functions from the tax billing and collection functions.

Within the newly structured Treasury Division, the Cashier's Branch has been included in the new Treasury Operations Section, and staffing levels reduced by the deletion of two positions - Permit Parking Cashier, Transaction Processing Operator - due to streamlined operating procedures and the implementation of new systems. In addition, two positions (Dishonoured Cheques Processing Clerk, Miscellaneous Mail and Information Clerk) are being transferred to the new Taxation & Water Revenue Division. Establishment changes are outlined fully in Exhibit I of this report.

The new Funded Debt Branch has been established in the Treasury Operations Section to deal with administrative and financial research issues, and to cooperate in planning and policy development related to the Capital Budget.

A Supervisor, Administration & Financial Research position is proposed to oversee this Branch. In addition, the positions of Capital Funds Analyst and Debenture Records Clerk have been transferred to this Branch from the Funded Debt & Insurance Branch to keep the City's borrowing requirements and funding records, and to plan for payments of debt charges.

The new Cash Management Branch has been established to provide a singular focus for this function, rather than the present uncoordinated processes being carried out in three different areas of the Treasury Division. It is proposed that cash management be organized such that coherent planning processes, cash flow forecasts and coordination of investments occur in one Branch.

It is proposed that the cash management function currently in the Disbursement Section be carried out by the new Cash Management Branch, headed by a Supervisor, Cash Management. The functions of reconciliation of bank accounts and preparing daily bank reports and cash flow forecasts for short-term investments would also be part of this Branch's responsibilities.

Staff changes to support this function includes the deletion of three positions:

- Cash Management & Accounts Analysis Supervisor
- Chief Disbursement Clerk
- Bank Reconciliation Clerk

and the establishment of the following positions in the new Cash Management Branch:

- Supervisor, Cash Management
- Cash Management Analyst
- Senior Bank Reconciliation Clerk

The other responsibilities of the Disbursement Section presently in the Treasury Division - monitoring cheque disbursement vouchers and cheque preparation - are proposed to be transferred to the Accounts Payable Section, Accounting Division to reflect the need for more coordination in the payment of City accounts.

In order to carry out these functions, the positions of Disbursement Section Supervisor, Disbursement Checking Clerk, Disbursement Clerk and Data Entry Clerk will be transferred directly to the Accounting Division, with the current incumbents retaining their present positions.

Under an Administrator, Pensions, the new Pensions Section includes a Pension Benefits & Administration Branch, and an Investments Branch.

The Pension Benefits & Administration Branch will provide support to the Pension Fund Committees, advice to pensioners on benefit matters and administration of pension payroll operations.

The Investments Branch will deal with pension fund investment matters, concentrating expertise in this area to attempt to maximize return on investments.

It is proposed that two positions be deleted from the establishment: a Pensions Clerk position and the position of Pensions Calculation Clerk. The chart in Exhibits I and II at the end of this report outline other establishment changes proposed for the Pensions Section. In most cases, the current incumbents have been appointed to new or retitled positions, as set out in Appendices A and C of this report.

The position of Investment Branch Supervisor has been deleted from the Investment, Funded Debt & Insurance Section, and the new position of Manager, Investments established in the new Investments Branch, Pensions Section. The current incumbent in the Investment Branch Supervisor position is proposed for

appointment to the new Manager, Investment position. The position of Financial Analyst is to be transferred to the new Investments Branch, reporting to the Manager, Investments.

In order to coordinate risk management and insurance requirements, and to effectively administer employee benefit plans, it is proposed that a new Risk Management & Employee Benefits Section be established in the new Treasury Division.

The new position of Manager, Risk Management & Employee Benefits is proposed, supervising the following position:

- A new Employee Benefits Analyst position;
- An existing Risk Management Analyst position;
- An existing Insurance Administration Clerk position.

The latter two positions, and the present incumbents, would be transferred into this Section from the existing Investment, Funded Debt & Insurance Branch.

It is expected that the City will benefit from the establishment of the Risk Management & Employee Benefits Section by the maintenance of the current levels of liability insurance premiums and by the cost reductions in improved employee benefits plans administration.

These structural changes proposed will create a compact Treasury Division with the above functions. Apart from being able to serve the City more effectively in terms of cash management and investments, the Division will be able to respond to the needs of the Commissioner and City Council in doing more analytical and financial research work.

B. Taxation & Water Revenue Division

It is proposed that the new Taxation and Water Revenue Division will contain three Sections:

- Administration & Information Services Section
- Tax Collection Section
- Water Revenue Section

The Administration & Information Services Section will have the following primary functions:

. To provide tax information directly to the public via telephone and attendance at public information counters, and administrative support for maintaining large scale systems required;

- To provide administrative services and budgeting coordination and planning for the Taxation & Water Revenue Division;

- To provide policy analysis, development and support in the areas of property assessment and taxation and water rates to the Director, Tax Collector and Administrator, Water Revenue.

In order to carry out these functions, the following positions are recommended to be added to the establishment:

- Manager, Administration & Information Services
- Supervisor, Information Services
- Administration & Budget Officer
- Senior Analyst, Taxation & Assessment
- Accounting Systems Officer
- Information Counter Clerk
- Clerk-Stenographer
- Information/Data Entry Clerk

The existing positions of Tax Information Clerk (12311 - Wage Code 206)-3 should continue in this Section.

In order to offset reorganization costs, it is proposed that the following positions be deleted from the establishment:

- Tax Branch Supervisor
- Tax Information & Records Unit Supervisor
- Tax Information Clerk (12155 - Wage Code 210)-3

The new Tax Collection Section has been restructured from the existing Revenue Section in the Treasury Division. It is to include a Tax Billing Branch, a Tax Accounting Branch and a Tax Arrears Collection Branch. It is recommended that the Water Revenue Branch become a separate Section, under an Administrator, Water Revenue.

These changes are proposed in order to improve the management of the billing and collection functions in the Finance Department. The Tax Operation is presently fragmented into many small units, difficult to coordinate. The Tax Accounting Branch will now bring together the coordination of tax refunds, the processing of tax certificates, and the control and reconciliation of tax payer accounts.

The establishment of the Tax Billing Branch as separate from the Tax Accounting Branch will improve internal control in the Department since the billings and recording functions will be managed separately.

Changes to staffing levels and titles are numerous, and are designed to streamline and clarify tax billing, tax collection, and tax refund operations. They are set out in detail in the Establishment Chart shown as Exhibit I, and in the Organization Charts shown as Exhibit II.

The present Water Revenue Branch deals with inspection of property and meter reading, flat rate and metered consumption billing, accounts receivable and administration work.

Recently implemented work changes have caused work volumes to be reduced in the inspection and billing functions in this Branch. Flat rate inspection work will diminish, with sample surveys taking the place of much actual inspection work. Since flat rate bills will be sent out only twice per year instead of ten times, the related work will be reduced. The implementation of an effective computer-based accounting system permits billing and administrative staffing levels to be reduced.

Proposed establishment changes therefore include the deletion of two Senior Inspector and four Inspector positions. In addition, an Inspection Clerk position, a Water Service Dispatcher position and two Switchboard Operator positions are recommended to be deleted from the establishment. Several other positions - most notably three Revenue Clerk positions - have been retitled to further define and clarify their functions.

New positions include the following:

- Administrator, Water Revenue
- Manager, Water Revenue Billing
- Manager, Water Revenue Accounting
- Inspection Control Clerk
- Accounting Analyst
- Clerk-Stenographer

Establishment Changes

The changes to the establishment of the Treasury Division, and the creation of the new Taxation & Water Revenue Division are the result of analyzing the staffing levels and requirements of the existing Treasury Division, and the Finance Department as a whole.

As noted in the foregoing, improvements to systems and changes to workload have left units such as the Water Revenue Branch, the Pension Section and the Revenue Section with under-utilized staff. In other areas, such as Risk Management & Insurance, the needs of the Corporation and changes in the economy have left these areas with too few resources for adequate planning and operation.

In many cases, existing positions were not clearly defined or appropriately named, leading to confusion regarding actual job functions.

This report proposes that, where necessary, existing positions be redefined and retitled for greater functional clarity, with staff being reassigned and/or appointed directly to these restructured or retitled positions where appropriate.

The charts in Appendices A and C outline the new titles and new positions proposed, and the current incumbents in similar positions to be transferred and/or appointed to the new positions indicated, at no change in wage grade.

It should be noted that this report proposes to establish three new positions in the new Treasury Division and Taxation & Water Revenue Division:

- the Receptionist - Forms Control position in the Tax Sale Unit - Tax Arrears Collection Branch
- the Tax Certificate Clerk position in the Tax Accounting Branch
- the Assistant Supervisor, Cashiering Operations position in the Treasury Divsion

and to appoint employees directly to two of the new positions at the higher wage grades indicated. Persons named in Appendix C have been carrying out substantially all of the responsibilities of the new positions as set out in the relevent job descriptions, and it is proposed that they be directly appointed to the new positions indicated. For the position of Receptionist - Forms Control Clerk, a competition will be held.

The appointment of the current Director of the Treasury Division, J. S. Woods (Employee Number 046542) to the position of Director, Taxation & Water Revenue Division is proposed in order to take advantage of this employee's experience in the area of revenue, as well as his long-term managerial experience which will be of value in the implementation of a new Divisional structure.

The incumbents in the positions listed in Appendix B, whose positions are proposed to be deleted, are to be dealt with in accordance with the City's Policy Governing the Status of Employees Affected by Reorganization and in accordance with the Collective Agreement with C.U.P.E. Local 79 and the Memorandum of Understanding with C.O.T.A.P.S.A.I.

Detailed establishment changes and organization structures are set out in Exhibits I and II of this report.

TREASURY DIVISION - SUMMARY

The foregoing structural changes are designed to address and resolve the problems in the Treasury Division identified in this report. The creation of a new Division resolves the issues of size and complexity hampering the effectiveness of the current Treasury Division. The problem associated with the implementation of adequate internal controls has been addressed by the separation of authorization from recording processes. In addition, steps have been taken to separate investment decisions from recording and accounting for investments, and to improve the controls on custody of investments.

The third set of problems - identified resources and Section allocation deficiencies and imbalances - have been addressed by the structural and organizational changes recommended in this report.

The recommendation for changes set out in this report are intended to enable the Finance Department to serve the City more effectively and to enhance its capacities to respond to the needs of City Council and the public.

ADMINISTRATION DIVISION

The Administration Division was reviewed in order to determine how its effectiveness as a departmental administration operation might be increased.

Issues of resource allocation and scope of operation in the area of Administration arose during the examination of the Treasury Division, and led to the recommendations made herein.

The scope and method of study involved the following methodology:

- The creation of a departmental team consisting of the Commissioner, Deputy Commissioner and Divisional Directors which considered overall change proposals to the Administration Division;

- The conducting of interviews by the consultant with each Director in the Department, as well as with each staff member in the Administration Division, to determine areas of concern and functional requirements;

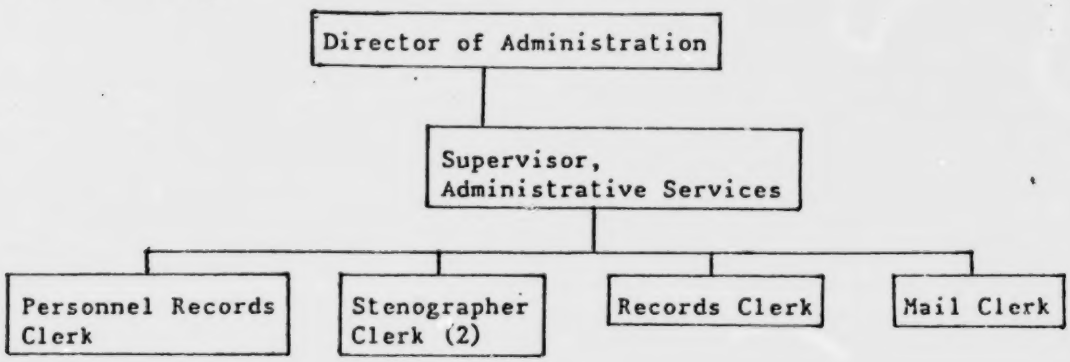
- The undertaking of a workshop session intended to develop the types of functions seen as necessary to an effective Departmental Administration Division, attended by a cross-section of employees from all Divisions and at all levels of seniority and responsibility within the Department.

The data gathered through all of these processes led to the recommendation set out further in this report.

ADMINISTRATION DIVISION - ISSUES AND PROBLEMS

The Finance Department's requirements for administrative support have changed and increased over the past few years. Not only have City programs been introduced which require increased administrative monitoring, but the requests from City Council for financial research and policy analysis assistance have increased considerably, straining limited resources.

The current structure of the Administration Division consists of the following:



This present operation consists primarily of personnel and payroll functions, record-keeping and mail support services. The departmental budgeting function is also administratively coordinated through this Division, as are overall attendance records, etc. Although this structure has provided some centralized administrative support to the Department, new operational requirements cannot be met by the existing resources and the present structure of the Administration Division.

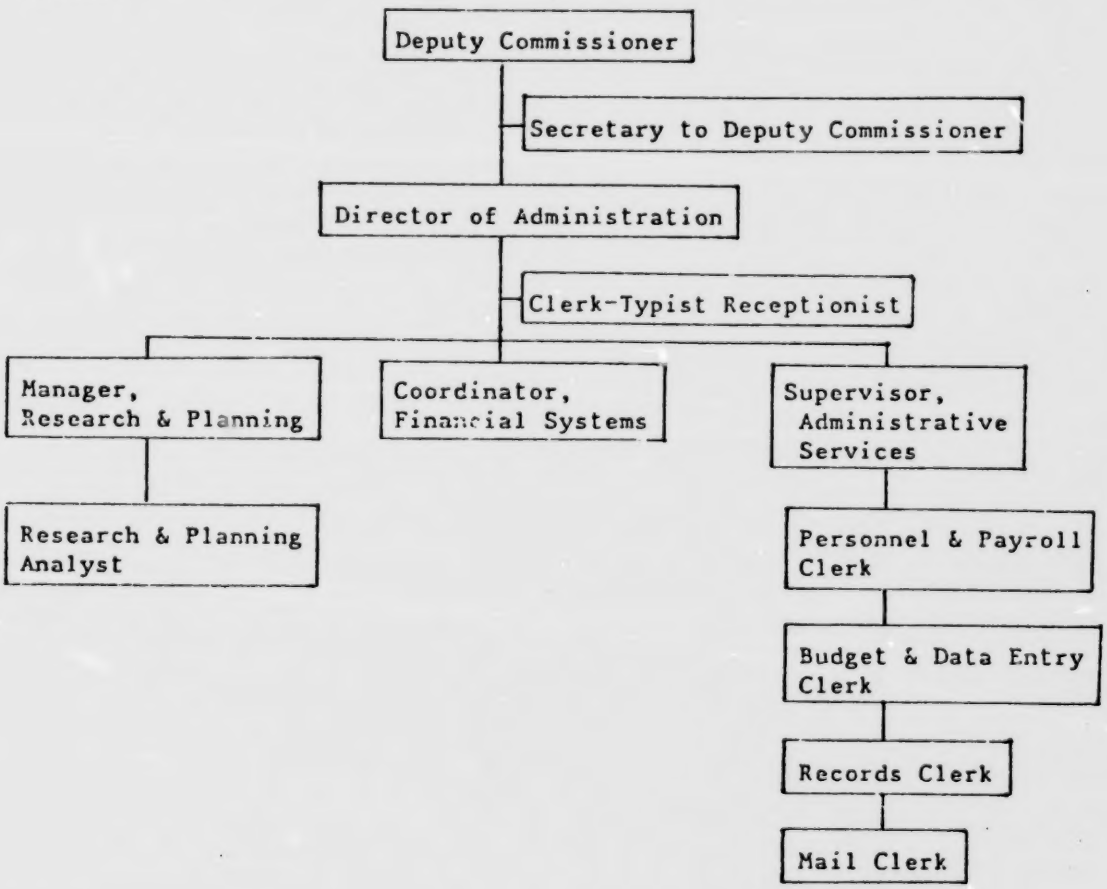
The greatest need for change exists in the areas of financial planning and research, and the coordination of departmental computer systems utilization and development.

At present, a significant number of requests made by City Council for assistance in the areas of financial policy are responded to by the Commissioner and Deputy Commissioner personally. This has been necessitated by the fact that resources in the Accounting and Treasury Divisions are being utilized in financial operations, and by the fact that the levels of expertise required to advise on these issues is limited in the Department.

With respect to the coordination of departmental computer systems, each Division in the Department has attempted to develop research and systems expertise to support itself in its particular operations. Although this has proved to be useful for individual operations, it has not aided the development and monitoring of computer systems on a departmental basis, and has left some areas of the Department with inadequate support in this area.

Proposed Organizational Changes

This report recommends that the Administration Division be restructured to include resources which will provide assistance in the financial policy and research and systems coordination areas, and increase administrative effectiveness. The following organization structure is therefore proposed to address these issues:



It is proposed that a new position of Manager, Research & Planning be added to the establishment. The responsibilities of this employee would include assisting the Commissioner and Deputy Commissioner with research in matters requested by City Council and in the development of financial policy and both short and long range financial planning.

Reporting to this Manager is the new position of Research & Planning Analyst. This position is intended to provide research assistance to the Manager, and also to provide research and planning services to the other Divisions on matters specifically affecting their operation.

The new position of Coordinator, Financial Systems is also recommended for addition to the establishment of the Finance Department. This employee will be responsible for monitoring computer systems utilization and development in the Department and providing assistance to all Divisions in increasing and maintaining systems capabilities. In addition, the Coordinator will be responsible for acting as the liaison between the Finance Department, the Computer Services Division, Management Services Department, and the relevant managerial positions in the user departments.

In order to provide secretarial support for the new Administration Division, it is proposed that the new positions of Secretary to the Deputy Commissioner and Clerk-typist Receptionist be added to the establishment. The Deputy Commissioner is currently supported by the Secretary to the Commissioner, but the considerable volume of secretarial support required by the Commissioner has made this arrangement ineffective.

The Department currently has no position responsible for reception functions, and is forced to utilize temporary funds to engage receptionist staff, or re-assign clerical staff to this function, losing their support to other areas. Accordingly, it is proposed that the position of Clerk-Typist/Receptionist be added to the establishment, reporting to the Director of Administration. This employee would also be available to provide the additional typing and data entry services anticipated as necessary to support the new functions in this Division. In order to offset the cost of adding this position, it is recommended that the position of Stenographer-Clerk be deleted.

The current establishment also includes two other clerical and secretarial positions which are proposed to be deleted, with two new positions being recommended which will redefine personnel, budget and data entry functions more clearly, and provide increased administrative support. The position of Personnel Records Clerk has been deleted and the new position of Personnel & Payroll Clerk recommended, reflecting the significant work this incumbent does in the area of payroll administration. It is recommended that the current incumbent in this position be appointed directly to the new position of Personnel & Payroll Clerk, as shown in Appendix C of this report.

A second Stenographer-Clerk position in this Division is also proposed to be deleted, with the new position of Budget & Data Entry Clerk recommended for addition to the establishment. This position has included both budget record-keeping and data entry duties for sometime, and these functions are more clearly defined as the primary responsibilities of this new position.

Final Conclusions

The changes proposed herein are part of a comprehensive plan to improve the operational effectiveness and efficiency of the Finance Department. The Structural Changes proposed will enable the Department to deal with increasing demands for service in the areas of revenue and investment, and will enhance its support to provide greater research and planning capabilities to City Council. The public will benefit from increased information and systems support services. The development and planning of these changes have led to enhanced cohesion and communication in the Department as a whole.

Funds in the amount of $15,750 will be required in 1985 to give effect to this reorganization. As shown in the Establishment Chart in Exhibit I, serious consideration has been given to offsetting these costs in every manner possible, including the deletion of establishment positions and the savings provided by the elimination of temporary funding.

Copies of this report have been forwarded to the President of C.O.T.A.P.S.A.I. and the President of C.U.P.E. Local 79, and their comments are attached.

Final Summary of Report

This report responds to the recognition by the Finance Department that improvements in the overall effectiveness and efficiency of the Treasury and Administration Divisions, and their ability to adapt to future change, could be improved by adjusting staffing levels and restructuring the Divisions' various functional areas.

The need for structural change within the Treasury Division has developed as a result of the following:

- Increasing complexity and diversity of the Division's operations and responsibilities over time;

- The desire to improve internal control procedures;

. The awareness of the deficiencies in existing complements and allocations are adversely affecting the functioning of the Division.

Structural improvements within the Administration Division are intended to address the Finance Department's changing requirements for administrative support, the increasing need for financial monitoring, planning and research, and in the coordination and utilization of computer systems applications in the Department.

The Management Services Department assisted in the identification and in-depth consideration of the Treasury and Administration Divisions' goals and objectives. The specifics of the proposed reorganization were arrived at through extensive review and discussion among all managerial levels of both Divisions regarding personnel requirements and organization structures.

This report recommends that the Treasury Division be restructured to create two Divisions:

- A new Treasury Division
- A new Taxation & Water Revenue Division

The proposed new Treasury Division structure enables the problem of size and complexity to be resolved by moving away the Tax Collection functions to the new Taxation & Water Revenue Division. Problems of internal control have been dealt with by separating the cash receipt and banking functions from the tax billing and collection functions.

These structural changes recommend a compact Treasury Division with three Sections:

- Treasury Operations Section
- Pensions Section
- Risk Management & Employee Benefits Section

It is expected that the City will benefit from the creation of a coordinated focus for cash management, a concentrated approach to maximizing return on pension fund investments, and the potential cost reductions in improved employee benefits plans administration.

The new Taxation & Water Revenue Division will contain three Sections:

- Administration & Information Services Section
- Tax Collection Section
- Water Revenue Section

These Sections have been restructured from existing revenue functions, and these structural changes are proposed in order to improve the management of the billing and collection functions in the Finance Department.

The changes proposed to the Administration Division include the addition of the new functions of financial research and planning, and the coordination of Departmental utilization of computer systems applications.

With the addition of 57 establishment positions in total, in the Treasury and Administration Divisions, and a reduction of 57 permanent establishment positions, there is no overall establishment increase to the Finance Department as a result of this reorganization.

As shown in Exhibit I and Exhibit II of this report, an increase in the number of managerial resources is recommended. This addresses the problems of managers being spread too thinly to optimize effectiveness, and deals with the requirement to augment managerial resources and expertise in several crucial functional areas.

The reduction in staffing levels outlined in Exhibit I and Exhibit II reflects the increasing computerization of routine clerical functions, and the improvement in the functioning of existing systems. Staffing changes are recommended in order to rationalize resource levels in view of changes over time in the nature and volume of employee workloads.

In addition to changes to the establishment of the Finance Department, changes are proposed to a large number of current job titles.

These title changes to existing establishment positions are recommended in order to clarify the nature and function of the positions within the new organization of structure. Most notably, the confusing title of Revenue Clerk has been changed in most cases to reflect the actual duties being performed e.g., Tax Refund Preparation Clerk.

Direct appointments to newly-created establishment positions are proposed in Appendix C for 16 incumbents who are performing substantially similar tasks within the existing Treasury and Administration positions.

The balance of the new positions will be advertized in accordance with City policy, with approximately 40 positions being open to competition.

The net cost of this reorganization in 1985 is $15,750. Serious consideration has been given to offsetting reorganization costs in every manner possible, including the deletion of establishment positions, and the savings provided by the elimination of temporary funding (see Exhibit I).

The salary cost of this reorganization calculated at maximum rates is $63,000. In addition, a one time expenditure of $18,000 is required for furniture and equipment. This estimate is subject to review by S.P.O.D.S. Additional space requirements will be dealt with as part of the review and reallocation of space for the Finance Department being undertaken currently by the City Property Department.

The changes proposed in this report are part of a comprehensive plan to improve the operational effectiveness and efficiency of the Finance Department. The structural changes proposed will enable the Department to deal with increasing demands for service in the areas of revenue and investment, and will enhance its support to provide greater research and planning capabilities to City Council. The public will benefit from increased information and systems support services. The development and planning of these changes have led to enhanced cohesion and communication in the Department as a whole.

Recommendations:

1. That the establishment changes, preliminary wage rates, and organization structures shown in Exhibits I and II be approved.

2. That the position descriptions shown in Appendix F be approved.

3. That the title changes to existing establishment positions set out in Appendix A be approved.

4. That the appointments of City employees set out in Appendix C be approved.

5. That the City employees in the positions listed in Appendix B whose positions are proposed to be deleted, are to be protected by the City's Policy Governing The Status Of Employees Affected By Reorganization and in accordance with

the Collective Agreement with C.U.P.E. Local 79 and the Memorandum of Understanding with C.O.T.A.P.S.A.I.

6. That the new positions listed in Appendix D be advertised and filled in accordance with the City's promotion policy and the Collective Agreement.

7. That the Budget Transfers recorded in Appendix E be approved.

8. That funds in the amount of $13,462 be provided to account number 705-100-110 and that funds in the amount of $2,288, representing 17% fringe benefits, be provided to account number 705-100-200 in 1985 from the Contingency Account to give effect to these organizational changes.

A. L. Stevenson
Executive Director,
Management Services Department.

Commissioner of Finance &
City Treasurer.

EXHIBIT I

PROPOSED CHANGES IN PERMANENT ESTABLISHMENT

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
TREASURY DIVISION						
Director of Treasury Division (11513)	APS	53,275 - 66,649 (915)		1		($66,649)
Director, Treasury (New)	APS	53,275 - 66,649 (915)	1			$66,649
Secretary to Director (New)	079	22,892 - 26,692 (208)	1			$26,692
Funded Debt Analyst (12737)	079	33,032 - 36,796 (216)		1		($36,796)
TREASURY OPERATIONS SECTION						
Manager, Treasury Operations (New)	APS	43,081 - 53,878 (411)	1			$53,878
Supervisor - Investment, Funded Debt & Insurance (11345)	APS	43,081 - 53,878 (411)		1		($53,878)
Clerk-Stenographer (New)	079	21,668 - 25,432 (207)	1			$25,432
Supervisor, Cashiering Operations (New Title)	APS	32,429 - 40,578 (405)			New Title	
Cashier's Branch Supervisor (11341)	APS	32,429 - 40,578 (405)			Title Change	
Miscellaneous Revenue Clerk (12523)	079	25,432 - 29,214 (210)			No Change	
Bank Messenger (12937)	079	20,481 - 24,153 (206)			No Change	
Mail Processing Coordinator (12526)	079	21,668 - 25,432 (207)			No Change	
General Clerk (2) (12483)	079	16,863 - 20,481 (203)			No Change	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Assistant Supervisor, Cashiering Operations (New)	APS	29,470 - 36,120 (403)	1			$36,120
Assistant Cashiers Branch Supervisor (12543)	APS	27,241 - 33,927 (402)		1		($33,927)
Recording Clerk (12528)	079	18,069 - 21,668 (204)			No Change	
Cashier (3) (12524)	079	22,892 - 26,692 (208)			No Change	
Permit Parking Cashier (11574)	079	21,668 - 25,432 (207)		1		($25,432)
Transaction Processor Coordinator (12100)	079	22,892 - 26,692 (208)			No Change	
Transaction Processing Operator (3) (12745)	079	20,481 - 24,153 (206)			No Change	
Transaction Processing Operator (12745)	079	20,481 - 24,153 (206)		1		($24,153)
Dishonoured Cheques Processing Clerk (12527)	079	21,668 - 25,432 (207)			Transfer out to Tax Accounting Branch, Control and Reconciliation Unit.	
Miscellaneous Mail & Information Clerk (12996)	079	25,432 - 29,214 (210)			Transfer out to Tax Accounting Branch, Control and Reconciliation Unit.	
Supervisor, Administration & Financial Research (New)	APS	34,183 - 42,788 (406)	1			$42,788
Capital Funds Analyst (12588)	079	33,032 - 36,796 (216)			Transfer in from Funded Debt & Insurance Branch.	
Debenture Records Clerk (12573)	079	21,668 - 25,432 (207)			Transfer in from Funded Debt & Insurance Branch.	
Supervisor, Cash Management (New)	APS	32,429 - 40,578 (405)	1			$40,578

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Disbursement Section Supervisor (11342)	APS	36,010 - 44,999 (407)			Transfer out to Accounting Division.	
Cash Management & Accounts Analysis Supervisor (11981)	APS	32,429 - 40,578 (405)		1		($40,578)
Cash Management Analyst (New)	079	29,214 - 33,032 (213)	1			$33,032
Chief Disbursement Clerk (12529)	079	29,214 - 33,032 (213)		1		($33,032)
Senior Bank Reconciliation Clerk (New)	079	25,432 - 29,214 (210)	1			$29,214
Bank Reconciliation Clerk (New Title)	079	21,668 - 25,432 (207)			New Title	
Current Accounts Clerk (12162)	079	21,668 - 25,432 (207)			Title Change	
Bank Reconciliation Clerk (12531)	079	21,668 - 25,432 (207)		1		($25,432)
Data Entry Clerk (12171)	079	21,668 - 25,432 (207)			Transfer out to Accounting Division.	
Disbursement Checking Clerk (12163)	079	18,069 - 21,668 (204)			Transfer out to Accounting Division.	
Disbursement Clerk (12530)	079	20,481 - 24,153 (206)			Transfer out to Accounting Division.	
PENSIONS SECTION						
Pension Section Supervisor (11336)	APS	34,183 - 42,788 (406)		1		($42,788)
Administrator, Pensions (New)	APS	43,081 - 53,878 (411)	1			$53,878
Pension Committees Secretary (12637)	APS	27,241 - 33,927 (402)			Title Change	
Secretary to Pension Committees (New Title)	APS	27,241 - 33,927 (402)			New Title	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Steno-Clerk (12450)	079	21,668 - 25,432 (207)			No Change	
Manager, Pension Benefits & Administration (New)	APS	34,183 - 42,788 (406)	1			$42,788
Senior Pensions Clerk (12513)	079	26,692 - 30,474 (211)			No Change	
Pensions Clerk (12514)	079	22,892 - 26,692 (208)			Title Change	
Pensions Benefits Clerk (New Title)	079	22,892 - 26,692 (208)			New Title	
Pension Clerk (12515)	079	20,481 - 24,153 (206)		1		($24,153)
OMERS Pension Clerk (New Title)	079	26,692 - 30,474 (211)			New Title	
Pensions Clerk (12145)	079	26,692 - 30,474 (211)			Title Change	
Pensions Calculations Clerk (12519)	079	24,153 - 27,953 (209)		1		($27,953)
Pension Accounting Supervisor (12147)	079	31,735 - 35,535 (215)		1		($35,535)
Pension Accountant (New)	079	31,735 - 35,535 (215)	1			$35,535
Investment Records Clerk (New Title)	079	25,432 - 29,214 (210)			New Title	
Investment Clerk (12144)	079	25,432 - 29,214 (210)			Title Change	
Manager, Investments (New)	APS	36,010 - 44,999 (407)	1			$44,999
Investment Branch Supervisor (11335)	APS	36,010 - 44,999 (407)		1		($44,999)
Financial Analyst (10201)	079	34,293 - 38,075 (217)			No Change	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
RISK MANAGEMENT & EMPLOYEE BENEFITS SECTION						
Manager, Risk Management & Employee Benefits (New)	APS	41,345 - 51,649 (410)	1			$51,649
Supervisor - Funded Debt & Insurance Branch (11334)	APS	34,183 - 42,788 (406)		1		($42,788)
Employee Benefits Analyst (New)	079	31,735 - 35,535 (215)	1			$35,535
Risk Management Analyst (12702)	079	33,032 - 36,796 (216)			No Change	
Insurance Administration Clerk (12736)	079	21,668 - 25,432 (207)			No Change	
TAXATION & WATER REVENUE DIVISION						
Director, Taxation & Water Revenue (New)	APS	53,275 - 66,649 (915)	1			$66,649
Revenue Administrator & Tax Collector (11511)	APS	45,237 - 56,655 (912)		1		($56,655)
Secretary to Director (New)	079	22,892 - 26,692 (208)	1			$26,692
ADMINISTRATION & INFORMATION SERVICES SECTION						
Manager, Administration & Information Services (New)	APS	41,345 - 51,649 (410)	1			$51,649
Accounting Systems Officer (New)	APS	37,746 - 47,191 (408)	1			$47,191
Clerk-Stenographer (New)	079	21,668 - 25,432 (207)	1			$25,432
Supervisor, Information Services (New)	APS	29,470 - 36,120 (403)	1			$36,120
Tax Information & Records Unit Supervisor (12231)	079	29,214 - 33,032 (213)		1		($33,032)

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Information Counter Clerk (New)	079	21,668 - 25,432 (207)	1			$25,432
Tax Information Clerk (12155)	079	25,432 - 29,214 (210)		1		($29,214)
Tax Information Clerk (3) (12311)	079	20,481 - 24,153 (206)			No Change	
Tax Information Clerk (12311)	079	20,481 - 24,153 (206)		1		($24,153)
Data Entry/Counter Clerk (New)	079	20,481 - 24,153 (206)	1			$24,153
Administration & Budget Officer (New)	079	30,474 - 34,293 (214)	1			$34,293
Senior Analyst, Taxation & Assessment (New)	079	33,032 - 36,796 (216)	1			$36,796
<u>TAX COLLECTION SECTION</u>						
Tax Collector (New)	APS	45,237 - 56,655 (013)	1			$56,655
Tax Coordinator & Assistant Tax Collector (11339)	APS	39,536 - 49,420 (409)		1		($49,420)
Mail Clerk (12312)	079	16,863 - 20,481 (203)			No Change	
Secretary, Personnel Clerk (12085)	079	25,432 - 29,214 (210)			No Change	
<u>Tax Billing Branch</u>						
Manager, Tax Billing (New)	APS	32,429 - 40,578 (405)	1			$40,578
Assistant Tax Branch Supervisor (11338)	APS	32,429 - 40,578 (405)		1		($40,578)
Coordinator, Tax Adjustment (New)	079	29,214 - 33,032 (213)	1			$33,032

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Voucher Unit Supervisor (12230)	079	29,214 - 33,032 (213)		1		($33,032)
Tax Adjustment Processing Clerk (New Title)	079	22,892 - 26,692 (208)			New Title	
Revenue Clerk (12161)	079	22,892 - 26,692 (208)			Title Change	
Tax Adjustment Clerk (3) (New Title)	079	21,668 - 25,432 (207)			New Title	
Revenue Clerk (3) (12156)	079	21,668 - 25,432 (207)			Title Change	
Coordinator, Tax Billing (New Title)	079	29,214 - 33,032 (213)			New Title	
Tax Billing Unit Supervisor (12356)	079	29,214 - 33,032 (213)			Title Change	
Revenue Clerk - Supplementary Assessment Rolls (12578)	079	25,432 - 29,214 (210)			No Change	
Tax Information Clerk (12155)	079	25,432 - 29,214 (210)		1		($29,214)
Mortgage Account Billing Clerk (New)	079	25,432 - 29,214 (210)	1			$29,214
Revenue Clerk (12156)	079	21,668 - 25,432 (207)			Title Change	
Tax Billing Clerk (New Title)	079	21,668 - 25,432 (207)			New Title	
Apportionment Clerk (New Title)	079	22,892 - 26,692 (208)			New Title	
Apportionment Revenue Clerk (12157)	079	22,892 - 26,692 (208)			Title Change	
Tax Billing Clerk (12146)	079	21,668 - 25,432 (207)			No Change	
Sewer Impost Clerk (12148)	079	21,668 - 25,432 (207)			No Change	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Tax Accounting Branch						
Manager, Tax Accounting (New)	APS	34,183 - 42,788 (406)	1			$42,788
Tax Branch Supervisor (11337)	APS	34,183 - 42,788 (406)		1		($42,788)
Tax Accounting Analyst (12150)	079	31,735 - 35,535 (215)			No Change	
Coordinator, Tax Refunds (New Title)	079	29,214 - 33,032 (213)			New Title	
Tax Refund Unit Supervisor (12229)	079	29,214 - 33,032 (213)			Title Change	
Senior Tax Refund Clerk (New)	079	25,432 - 29,214 (210)	1			$29,214
Tax Information Clerk (12155)	079	25,432 - 29,214 (210)		1		($29,214)
Revenue Clerk (12583)	079	21,668 - 25,432 (207)			Title Change	
Tax Refund Clerk (New Title)	079	21,668 - 25,432 (207)			New Title	
Tax Refund Clerk (12582)	079	19,275 - 22,892 (205)		1		($22,892)
Tax Refund Recording Clerk (New Title)	079	21,668 - 25,432 (207)			New Title	
Revenue Clerk (12158)	079	21,668 - 25,432 (207)			Title Change	
Tax Refunds Clerk (12584)	079	19,275 - 22,892 (205)			Title Change	
Tax Refund Preparation Clerk (New Title)	079	19,275 - 22,892 (205)			New Title	
Refund Clerk (12579)	079	19,275 - 22,892 (205)		1		($22,892)
Tax Refund Clerk (12149)	079	19,275 - 22,892 (205)			Title Change	
Tax Refund Origination Clerk (New Title)	079	19,275 - 22,892 (205)			New Title	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Mail Clerk (2) (12312)	079	16,863 - 20,481 (203)			No Change	
Coordinator, Tax Transactions (New)	079	29,214 - 33,032 (213)	1			$33,032
Tax Billing Unit Supervisor (12356)	079	29,214 - 33,032 (213)		1		($33,032)
Receptionist - Typist (12314)	079	18,069 - 21,668 (204)		1		($21,668)
Tax Certificate Clerk (New)	079	21,668 - 25,432 (207)	1			$25,432
Tax Certificate Processing Clerk (2) (New Title)	079	21,668 - 25,432 (207)			New Title	
Revenue Clerk (2) (12038)	079	21,668 - 25,432 (207)			Title Change	
Arrears Clerk (12581)	079	25,432 - 29,214 (210)			No Change	
Coordinator, Control & Reconciliation (New)	079	29,214 - 33,032 (213)	1			$33,032
Senior Cash Control Clerk (Revenue Clerk - Tax Adjustments) (12577)	079	25,432 - 29,214 (210)		1		($29,214)
Communication Terminal Operator (3) (12516)	079	20,481 - 24,153 (206)			No Change	
Miscellaneous Mail & Information Clerk (12996)	079	25,432 - 29,214 (210)			Transfer in from Treasury Division. Title Change.	
Tax Mail & Information Clerk (New Title)	079	25,432 - 29,214 (210)			New Title	
Dishonoured Cheques Processing Clerk (12527)	079	21,668 - 25,432 (207)			Transfer in from Treasury Division. No Change	
File Clerk - Tax Branch (12420)	079	18,069 -21,668 (204)			No Change	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Typist-Clerk (12416)	079	21,668 - 25,432 (207)			Title Change	
Clerk-Stenographer (New Title)	079	21,668 - 25,432 (207)			New Title	
Clerk-Typist - Tax Branch (12482)	079	19,275 - 22,892 (205)			No Change	
Tax Arrears Collection Branch						
Manager, Tax Arrears Collection (New)	APS	32,429 - 40,578 (405)	1			$40,578
Tax Arrears Unit Supervisor (11367)	079	29,214 - 33,032 (213)		1		($33,032)
Tax Arrears Collection Branch Supervisor (11340)	APS	32,429 - 40,578 (405)		1		($40,578)
Coordinator, Tax Sale Unit (New)	079	29,214 - 33,032 (213)	1			$33,032
Supervisor - Certificate Unit (12542)	079	29,214 - 33,032 (213)		1		($33,032)
Receptionist - Typist (12086)	079	18,069 - 21,668 (204)		1		($21,668)
Receptionist - Forms Control Clerk (New)	079	20,481 - 24,153 (206)	1			$24,153
Typist (New)	079	18,069 - 21,668 (204)	1			$21,668
Receptionist - Typist (12314)	079	18,069 - 21,668 (204)		1		($21,668)
Coordinator, Tax Arrears Collection (New)	079	29,214 - 33,032 (213)	1			$33,032
Tax Arrears Collector (8) (12521)	079	27,953 - 31,735 (212)			No Change	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Arrears Information Clerk (11366)	079	21,668 - 25,432 (207)			No Change	
Arrears Analysis Clerk (New)	079	25,432 - 29,214 (210)	1			$29,214
Arrears Clerk (12581)	079	25,432 - 29,214 (210)		1		($29,214)
ESTABLISHMENT SUBTOTALS - TREASURY DIVISION AND TAXATION & WATER REVENUE DIVISION (Excluding Water Revenue Section)			40	36		$263,819
WATER REVENUE SECTION						
Water Revenue Branch Supervisor (11344)	APS	36,010 - 44,999 (407)		1		($44,999)
Administrator, Water Revenue (New)	APS	39,536 - 49,420 (409)	1			$49,420
Clerk-Stenographer (New)	079	21,668 - 25,432 (207)	1			$25,432
Manager, Water Revenue Billing (New)	APS	32,429 - 40,578 (405)	1			$40,578
Coordinator, Water Revenue Billing (2) (New Title)	079	29,214 - 33,032 (213)			New Title	
Revenue Supervisor, Grade 3 (12539)	079	29,214 - 33,032 (213)			Title Change	
Revenue Supervisor, Grade 3 (12538)	079	29,214 - 33,032 (213)			Title Change	
Billing Clerk (8) (New Title)	079	21,668 - 25,432 (207)			New Title	
Water Meter Accounts Clerk (5) (12536)	079	21,668 - 25,432 (207)			Title Change	

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Flat Rate Billing Clerk (3) (12533)	079	21,668 - 25,432 (207)			Title Change	
Flat Rate Billing Clerk (12533)	079	21,668 - 25,432 (207)		1		($25,432)
Revenue Mailing List Clerk (12417)	079	20,481 - 24,153 (206)			No Change	
Chief Inspector (19551)	APS	30,712 - 38,349 (404)			No Change	
Senior Water Revenue Inspector (19551)	079	24,153 - 27,953 (209)		5		($139,765)
Senior Inspector (New)	079	25,432 - 29,214 (210)	3			$87,642
Water Revenue Inspector (19530)	079	21,668 - 25,432 (207)		4		($101,728)
Inspection Control Clerk (New)	079	24,153 - 27,953 (209)	1			$27,953
Water Revenue Clerk Inspector (19531)	079	21,668 - 25,432 (207)		1		($25,432)
Inspection Records Clerk (New Title)	079	20,481 - 24,153 (206)			New Title	
Revenue Clerk (12931)	079	20,481 - 24,153 (206)			Title Change	
Revenue Clerk (12418)	079	20,481 - 24,153 (206)		1		($24,153)
Manager, Water Revenue Accounting (New)	APS	32,429 - 40,578 (405)	1			$40,578
Water Revenue Assistant Branch Supervisor (11343)	APS	32,429 - 40,578 (405)		1		($40,578)
Accounting Analyst (New)	079	31,735 - 35,535 (215)	1			$35,535

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
Accounts Receivable Unit Supervisor (12537)	079	29,214 - 33,032 (213)			Title Change	
Coordinator, Accounts Receivable (New Title)	079	29,214 - 33,032 (213)			New Title	
Accounts Receivable Clerk (4) (12534)	079	21,668 - 25,432 (207)			No Change	
Revenue Accounting Clerk (New)	079	21,668 - 25,432 (207)	1			$25,432
Arrears Clerk (12535)	079	21,668 - 25,432 (207)			No Change	
Administration Control Clerk (New Title)	079	25,432 - 29,214 (210)			New Title	
Revenue Clerk (12544)	079	25,432 - 29,214 (210)			Title Change	
General Clerk (12338)	079	16,863 - 20,481 (203)			No Change	
Water Service Dispatcher (12039)	079	19,275 - 22,892 (205)			No Change	
Water Service Dispatcher (12039)	079	19,275 - 22,892 (205)		1		($22,892)
Clerk - Typist (2) (12419)	079	18,069 - 21,668 (204)			No Change	
Senior Accounts Receivable Clerk (12532)	079	26,692 - 30,474 (211)		1		($30,474)
Switchboard - Operator (2) (12364)	079	19,275 - 22,892 (205)		2		($45,784)
ESTABLISHMENT SUBTOTALS - WATER REVENUE SECTION			10	18		($168,667)
ESTABLISHMENT TOTALS - TREASURY DIVISION AND TAXATION & WATER REVENUE DIVISION			50	54		$263,819
						$95,152

TEMPORARY POSITIONS REQUIRED

Tax Sale Clerk (+)	079	21,668 - 25,432	1 (6 months)		$12,716
Cashier (+)	079	22,892 - 26,692	1 (9 months)		$20,019
TOTAL - TREASURY DIVISION AND TAXATION & WATER REVENUE DIVISION (Including Temporary Positions)					$127,887

These costs are offset by the following savings in temporary funds:

. Financial Analyst	($16,251)	
. Pension Benefits Analyst	($35,535)	
. Assessment Analyst	($29,214)	
. Tax Accounting Analyst	($33,032)	
. Administrative Systems Analyst	($22,892)	
. Arrears Analysis Clerk	($27,953)	
. Assessment Staff	($22,892)	
. Assessment Staff - Data Entry	($15,361)	
TOTAL - TREASURY DIVISION AND TAXATION & WATER REVENUE DIVISION (Including Temporary Positions and Savings in Temporary Funds)		($203,130)
		($75,243)

These costs are further offset by the following budgeted provisions for Permanent Funds

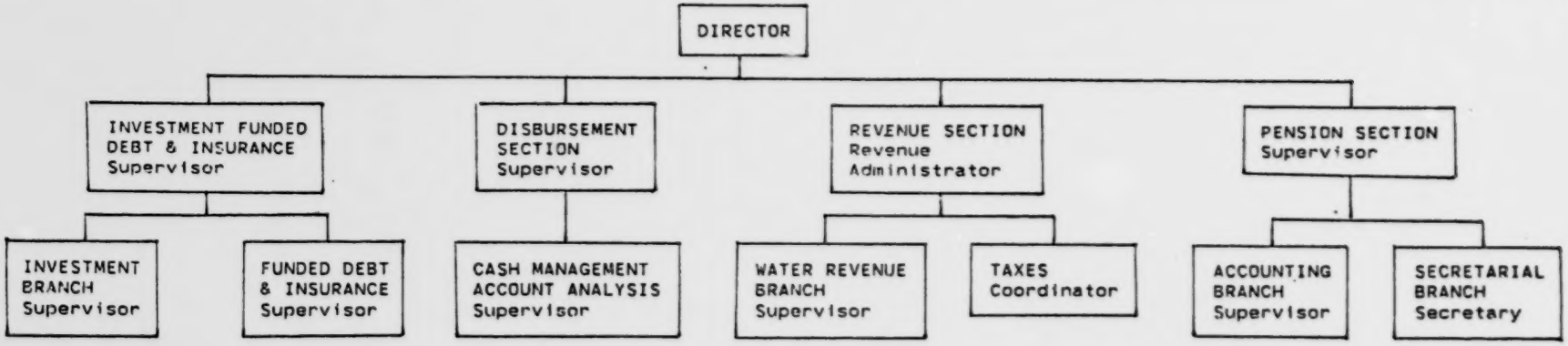
. Secretary to Director	($24,153)	
. Tax Certificate Clerk	($3,764)	
. Receptionist - Forms Control Clerk	($2,485)	
TOTAL SAVINGS -		($30,402)
TREASURY DIVISION AND TAXATION & WATER REVENUE DIVISION		($105,645)

Position & Occupation Code	Affil.	Salary Range & Wage Code	Add	Delete	Change	Cost (Savings) At Maximum Rate
ADMINISTRATION DIVISION						
Director of Administration (11512)	APS	45,237 - 56,655 (912)			No Change Re-define Position Description	
Secretary to Deputy Commissioner (New)	079	24,153 - 27,953 (209)	1			$27,953
Clerk - Typist Receptionist (New)	079	21,668 - 25,432 (207)	1			$25,432
Stenographer - Clerk (12036)	079	20,481 - 24,153 (206)		1		($24,153)
Manager, Research & Planning (New)	APS	41,345 - 51,649 (410)	1			$51,649
Research & Planning Analyst (New)	079	29,214 - 33,032 (213)	1			$33,032
Coordinator, Financial Systems (New)	APS	39,536 - 49,420 (409)	1			$49,420
Personnel Records Clerk (12034)	079	25,432 - 29,214 (210)		1		($29,214)
Personnel & Payroll Clerk (New)	079	25,432 - 29,214 (210)	1			$29,214
Stenographer - Clerk (12036)	079	20,481 - 24,153 (206)		1		($24,153)
Budget & Data Entry Clerk (New)	079	22,892 - 26,692 (208)	1			$26,692
ESTABLISHMENT TOTALS - ADMINISTRATION DIVISION			7	3		$159,496
						($105,645)
FINANCE DEPARTMENT TOTALS TOTAL ESTABLISHMENT CHANGES AND TOTAL COST OF REORGANIZATION -			57	57	(No Change)	$53,851
PLUS FRINGE BENEFITS (AT 17%) =						$9,149
						$63,000
PLUS FURNITURE, EQUIPMENT						$18,000
						$81,000
TOTAL COSTS (PRO-RATED) IN 1985 - SALARY AND FRINGE BENEFITS						$15,750

EXHIBIT II

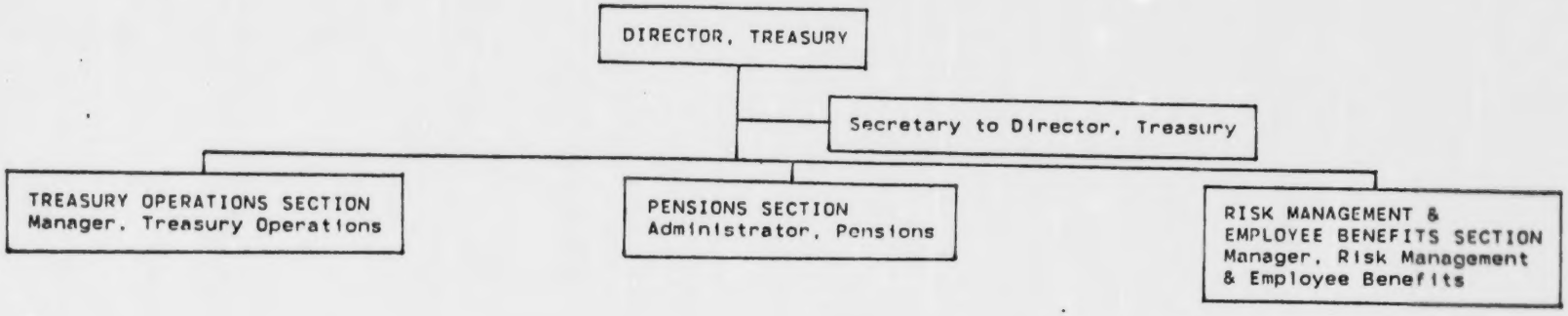
TREASURY DIVISION

PLAN OF ORGANIZATION AND PERMANENT ESTABLISHMENT



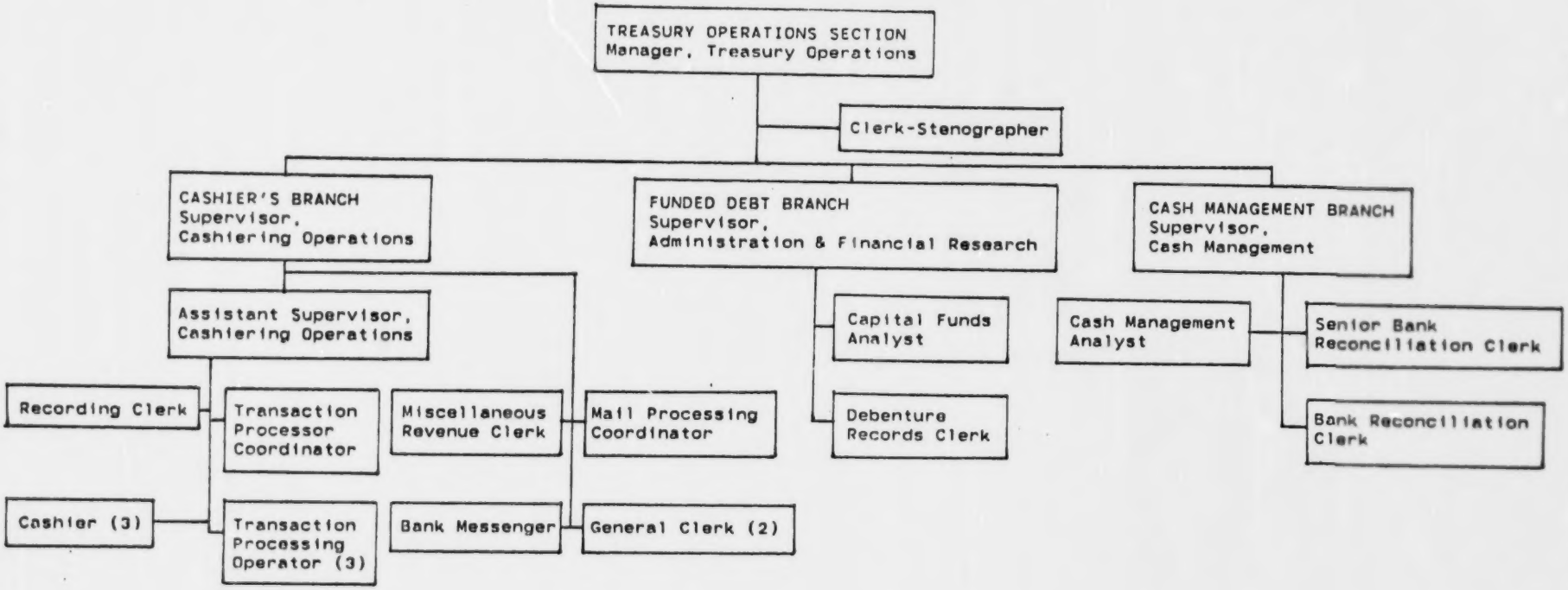
TREASURY DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



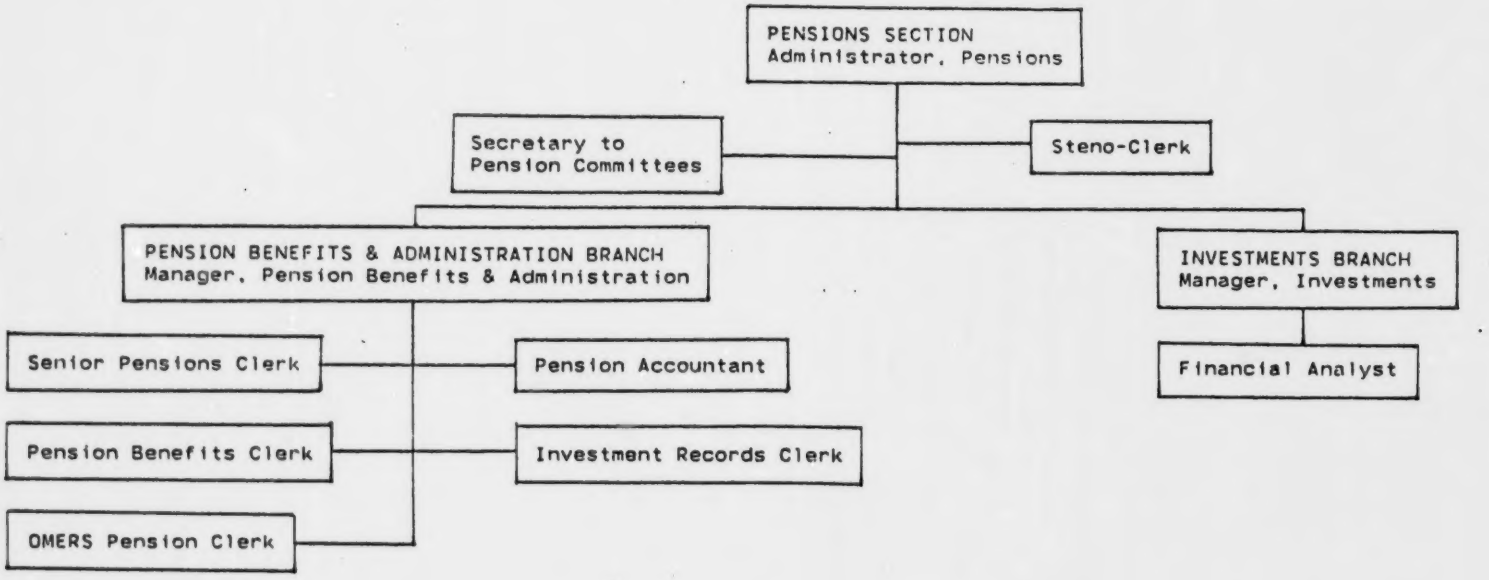
TREASURY DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



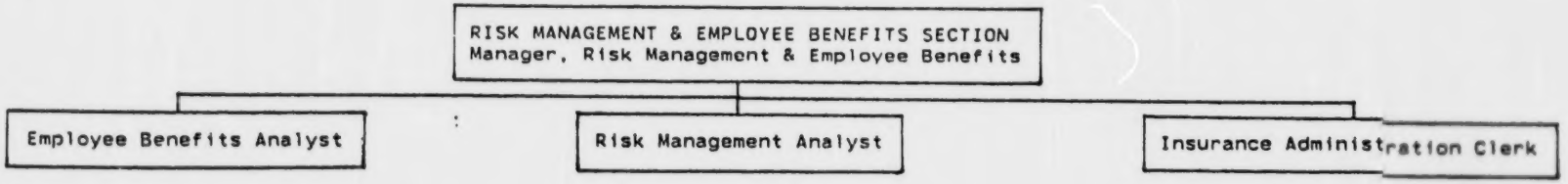
TREASURY D..ISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



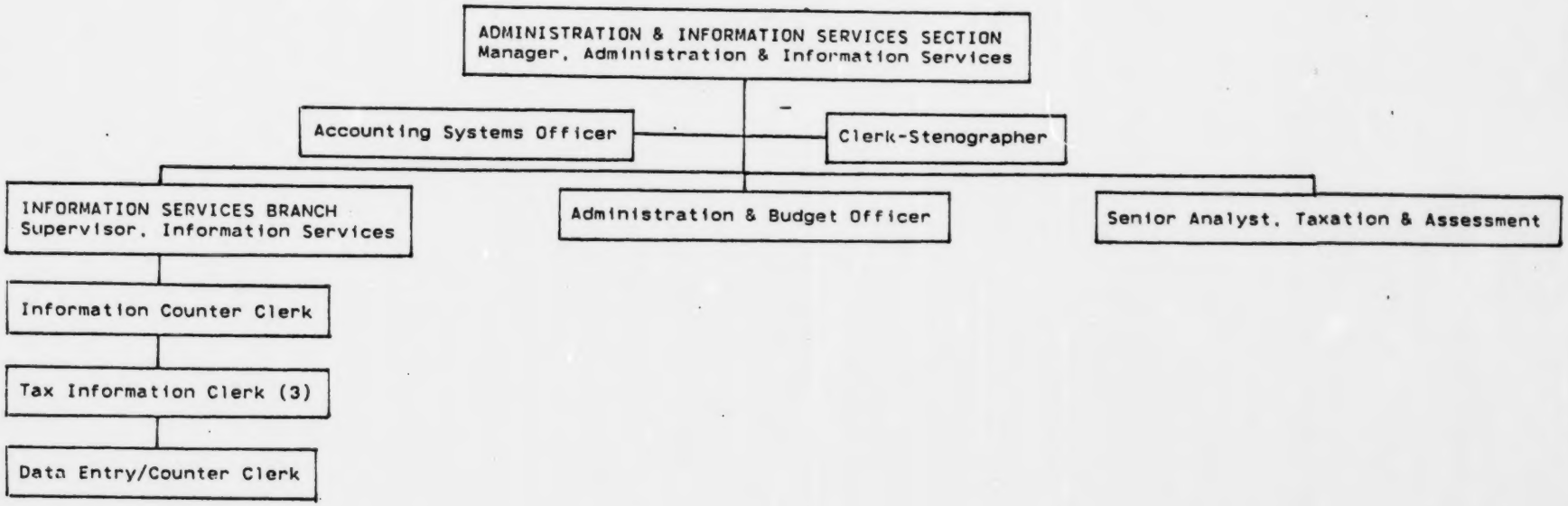
TREASURY DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT


RISK MANAGEMENT & EMPLOYEE BENEFITS SECTION
Manager, Risk Management & Employee Benefits
Employee Benefits Analyst
Risk Management Analyst
Insurance Administration Clerk

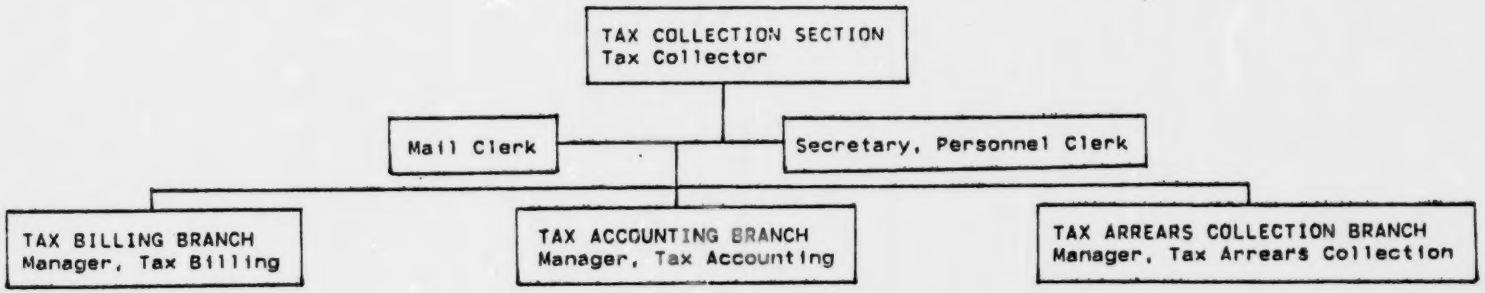
TAXATION & WATER R[illegible]NUE SECTION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



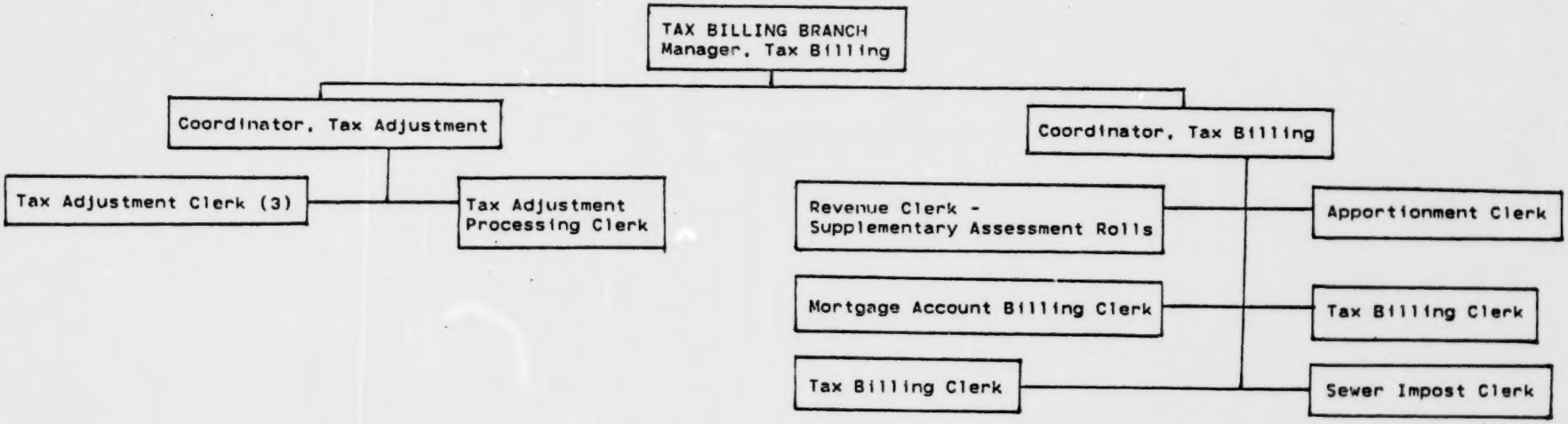
TAXATION & WATER REVENUE DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



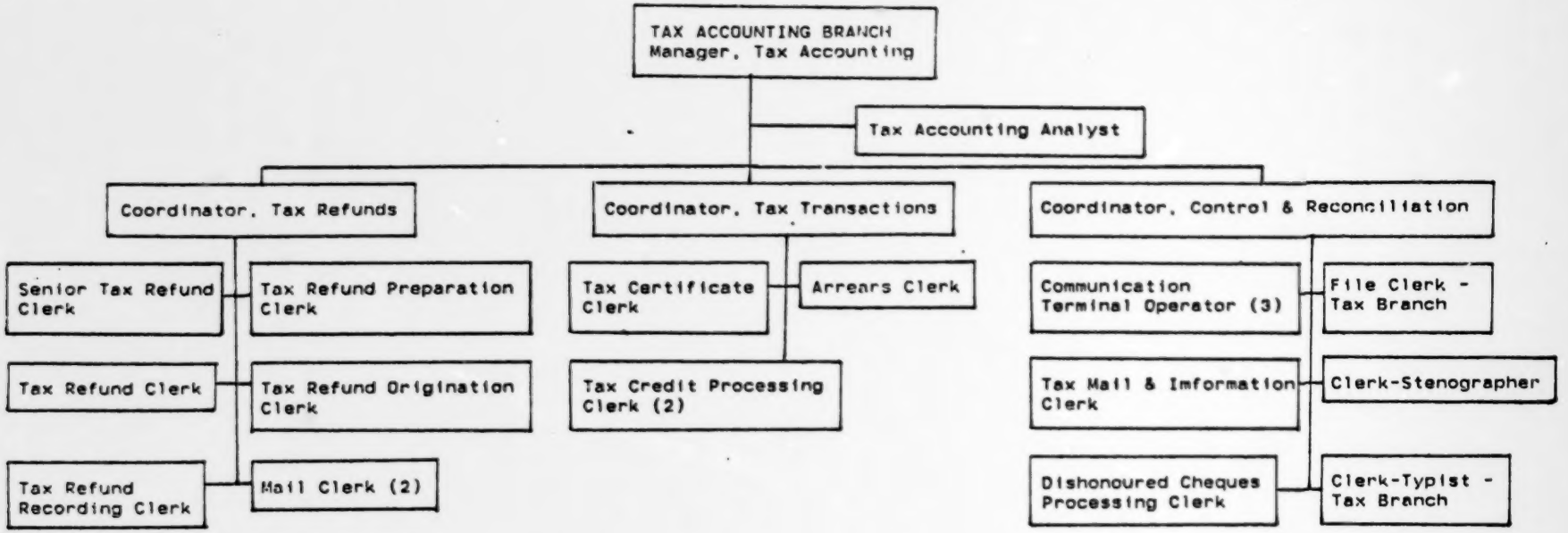
TAXATION & WATER REVENUE DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



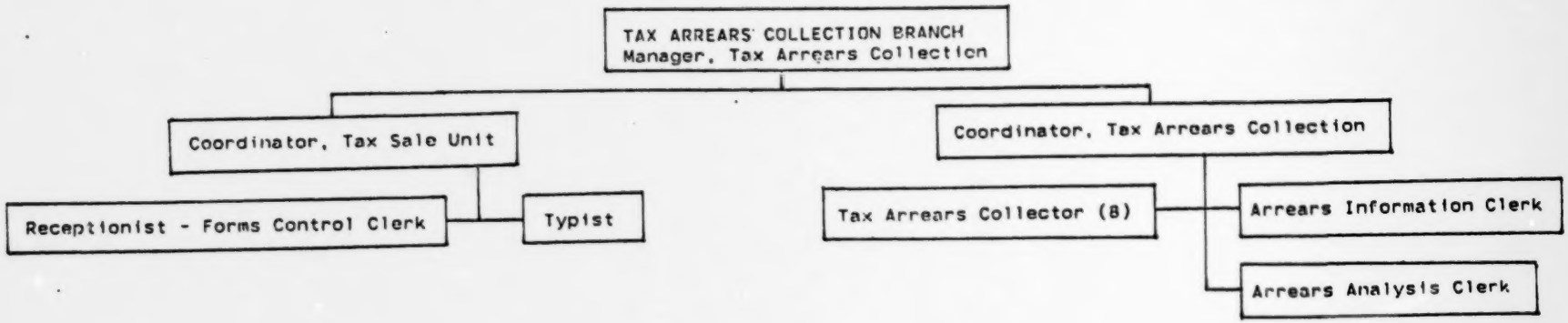
TAXATION & WATER REVENUE DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



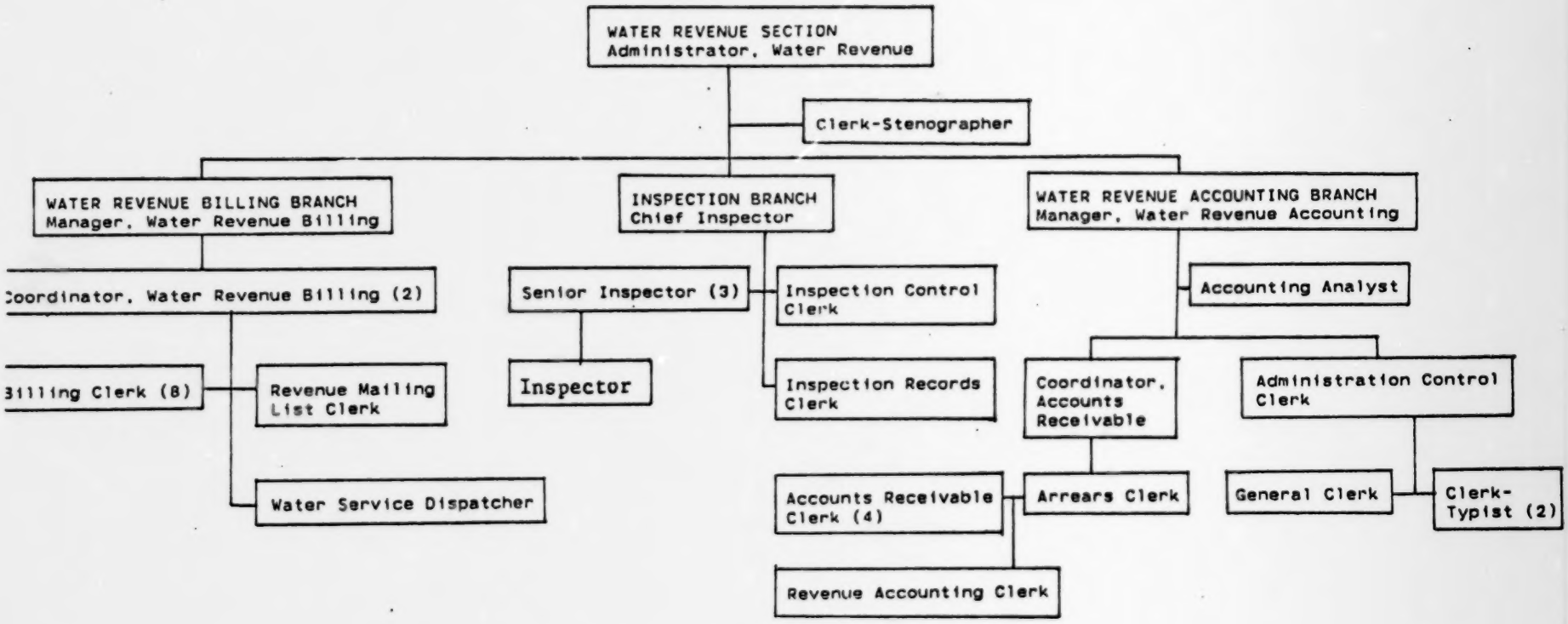
TAXATION & WATER REVENUE DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



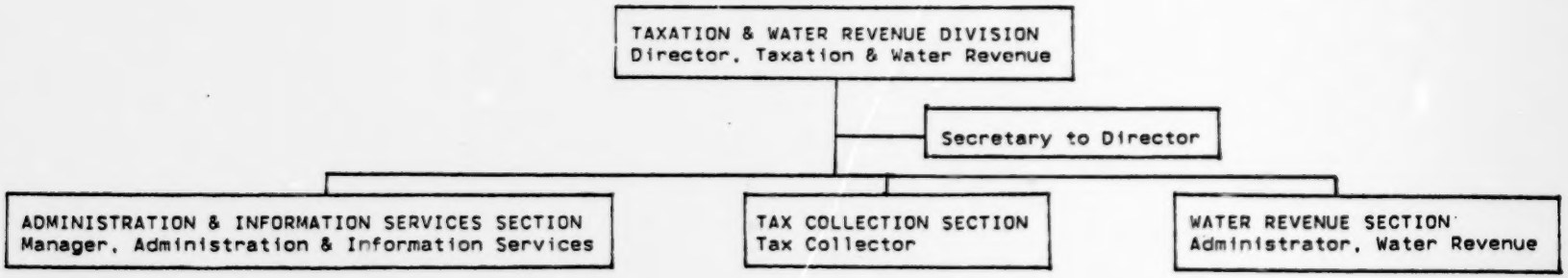
TAXATION & WATER REVENUE DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



TAXATION & WATER REVENUE DIVISION

PROPOSED ORGANIZATIONAL STRUCTURE AND PERMANENT ESTABLISHMENT



APPENDIX A

TITLE CHANGES TO EXISTING ESTABLISHMENT POSITIONS

Existing Position Title & Occupation Code	Affil	New Title	Affil
Cashier's Branch Supervisor (11341)	APS	Supervisor, Cashiering Operations	APS
Current Accounts Clerk (12162)	079	Bank Reconciliation Clerk	079
Pension Committees Secretary (12637)	APS	Secretary to Pension Committees	APS
Pensions Clerk (12514)	079	Pension Benefits Clerk	079
Investment Clerk (12144)	079	Investment Records Clerk	079
Revenue Clerk (12161)	079	Tax Adjustment Processing Clerk	079
Revenue Clerk (3) (12156)	079	Tax Adjustment Clerk (3)	079
Tax Billing Unit Supervisor (12356)	079	Coordinator, Tax Billing	079
Revenue Clerk (12156)	079	Tax Billing Clerk	079
Apportionment Revenue Clerk (12157)	079	Apportionment Clerk	079
Tax Refund Unit Supervisor (12229)	079	Coordinator, Tax Refunds	079
Revenue Clerk (12583	079	Tax Refund Clerk	079
Revenue Clerk (12158)	079	Tax Refund Recording Clerk	079
Tax Refunds Clerk (12584)	079	Tax Refund Preparation Clerk	079

Existing Position Title & Occupation Code	Affil	New Title	Affil
Tax Refund Clerk (12149)	079	Tax Refund Origination Clerk	079
Revenue Clerk (2) (12038)	079	Tax Certificate Processing Clerk (2)	079
Miscellaneous Mail & Information Clerk (12996)	079	Tax Mail & Information Clerk	079
Typist-Clerk (12416)	079	Clerk-Stenographer	079
Revenue Supervisor Grade 3 (12539)	079	Coordinator, Water Revenue Billing	079
Revenue Supervisor Grade 3 (12538)	079	Coordinator, Water Revenue Billing	079
Water Meter Accounts Clerk (5) (12536)	079	Billing Clerk (5)	079
Flat Rate Billing Clerk (3) (12533)	079	Billing Clerk (3)	079
Revenue Clerk (12931)	079	Inspection Records Clerk	079
Accounts Receivable Unit Supervisor (12537)	079	Coordinator, Accounts Receivable	079
Revenue Clerk (12544)	079	Administration Control Clerk	079
Pensions Clerk (12145)	079	OMERS Pension Clerk	079

APPENDIX B

PERMANENT POSTIONS TO BE DELETED

Position & Occupation Code	*Current Incumbent	Affil	Salary Range & Wage Code
Director of Treasury Division (11513)	J.S. Woods (46542)	ASP	53,275 - 66,649 (915)
Funded Debt Analyst (12737)	H.M. Drapkin (35356)	079	33,032 - 36,796 (216)
Supervisor - Investment, Funded Debt & Insurance (11345)	Vacant	APS	43,081 - 53,878 (411)
Assistant Cashiers Branch, Supervisor (12543)	F. Porco (44299)	APS	27,241 - 33,927 (402)
Permit Parking Cashier (11574)	Vacant	079	21,668 - 25,432 (207)
Transaction Processing Operator (12745)	E. Doherty (49813)	079	20,481 - 24,153 (206)
Cash Management & Accounts Analysis Supervisor (11981)	K. Hopper (52149)	APS	32,429 - 40,578 (405)
Chief Disbursement Clerk (12529)	I. Paterson (38546)	079	29,214 - 33,032 (213)
Bank Reconciliation Clerk (12531)	R.O. Abidakun (51362)	079	21,668 - 25,432 (207)
Pension Section Supervisor (11336)	R.E. Bond (35278)	APS	34,183 - 42,788 (406)
Pension Clerk (12515)	A. Di Scipio (46839)	079	20,481 - 24,153 (206)
Pensions Clerk (12145)	Vacant	079	26,692 - 30,474 (211)

* Incumbents in positions to be deleted are to be protected by the City's Policy Governing the Status of Employees Affected By Reorganization and by the Collective Agreement (CUPE Local 79) and the Memorandum of Understanding (COTAPSAI).

Position & Occupation Code	Current Incumbent	Affil	Salary Range & Wage Code
Pensions Calculations Clerk (12519)	B.M. Carmichael (45072)	079	24,153 - 27,953 (209)
Pension Accounting Supervisor (12147)	W.T.B. Wong (44750)	079	31,735 - 35,535 (215)
Investment Branch Supervisor (11335)	M.W. Willschick (48995)	APS	36,010 - 44,999 (407)
Supervisor - Funded Debt & Insurance Branch (11334)	J. Gunderman (53324)	APS	34,183 - 42,788 (406)
Revenue Administrator & Tax Collector (11511)	J.G. St. Pierre (47542)	APS	45,237 - 56,655 (912)
Tax Information & Records Unit Supervisor (12231)	J.L. Wallace (27779)	079	29,214 - 33,032 (213)
Tax Information Clerk (12155)	G.H. Wilson (33777)	079	25,432 - 29,214 (210)
Tax Information Clerk (1) (12311)	S.G. Brown (30440)	079	20,481 - 24,153 (206)
Tax Coordinator & Assistant Tax Collector (11339)	G.D.C. Peart (28638)	APS	39,536 - 49,420 (409)
Assistant Tax Branch Supervisor (11338)	D.G. Brown (34216)	APS	32,429 - 40,578 (405)
Voucher Unit Supervisor (12230)	G.M. Vicente (33345)	079	29,214 - 33,032 (213)
Tax Information Clerk (12155)	Vacant	079	25,432 - 29,214 (210)
Tax Branch Supervisor (11337)	A. Birt (40501)	APS	34,183 - 42,788 (406)
Tax Information Clerk (12155)	I.G.H. Boulter (40142)	079	25,432 - 29,214 (210)
Tax Refund Clerk (12582)	Vacant	079	19,275 - 22,892 (205)

Position & Occupation Code	Current Incumbent	Affil	Salary Range & Wage Code
Refund Clerk (12579)	Vacant	079	19,275 - 22,892 (205)
Cash Control Unit Supervisor (12356)	G. Noel (12596)	079	29,214 - 33,032 (213)
Receptionist - Typist (12314)	Vacant Formerly E.J. Dodd (48801)	079	18,069 - 21,668 (204)
Senior Cash Control Clerk (Revenue Clerk - Tax Adjustments) (12577)	T.M. Scott (46168)	079	25,432 - 29,214 (210)
Tax Arrears Unit Supervisor (11367)	Vacant	079	29,214 - 33,032 (213)
Tax Arrears Collection Branch Supervisor (11340)	J.C. De Santo (41631)	APS	32,429 - 40,578 (405)
Supervisor - Certificate Unit (12542)	P. Camilleri (25362)	079	29,214 - 33,032 (213)
Receptionist - Typist (12314)	Vacant Formerly G.J. Worth (46576)	079	18,069 - 21,668 (204)
Arrears Clerk (12581)	Vacant	079	25,432 - 29,214 (210)
Water Revenue Branch Supervisor (11344)	J. Fernandes (50400)	APS	36,010 - 44,999 (407)
Flat Rate Billing Clerk (12533)	Vacant	079	21,668 - 25,432 (207)
Senior Water Revenue Inspector (19551)	Two positions to be deleted. Establishment to be aligned within two years.	079	24,153 - 27,953 (209)
Water Revenue Inspector ((19530)	Four positions to be deleted. Establishment to be aligned within two years.	079	21,668 - 26,432 (207)

Position & Occupation Code	Current Incumbent	Affil	Salary Range & Wage Code
Water Revenue Clerk Inspector (19531)	R.E. Welch (19481)	079	21,668 - 25,432 (207)
Revenue Clerk (12418)	D.L. Baise (50695)	079	20,481 - 24,153 (206)
Water Revenue Assistant Branch Supervisor (11343)	S.M. Tsuruda (29654)	APS	32,429 - 40,578 (405)
Water Service Dispatcher (12039)	C.E. Ling (49401)	079	19,275 - 22,892 (205)
Senior Accounts Receivable Clerk (12532)	Vacant	079	26,692 - 30,474 (211)
Switchboard - Operator (12364)	C.L. Baxter (38143) A.B. Prondick (21841)	079	19,275 - 22,892 (205)
Stenographer - Clerk (12036)	C.Gould (44132)	079	20,481 - 24,153 (206)
Personnel Records Clerk (12034)	W. Fraser Kimel (44470)	079	25,432 - 29,214 (210)
Stenographer - Clerk (12036)	I. Girdauskas (50306)	079	20,481 - 24,153 (206)

APPENDIX C

APPOINTMENTS TO NEW POSITIONS

Name	Present Position	Affil	Appointment	Affil
J. S. Woods (46542)	Director, Treasury Division	APS	Director, Taxation & Water Revenue (New)	APS
F. Porco (44299)	Assistant Cashier's Branch Supervisor	APS	Assistant Supervisor, Cashiering Operations. (New)	APS
I. Paterson (38546)	Chief Disbursement Clerk	079	Cash Management Analyst (New)	079
W. Wong (44750)	Pension Accounting Supervisor	079	Pension Accountant (New)	079
M. Willschick (48995)	Investment Branch Supervisor	APS	Manager, Investments (New)	APS
G. Brown (30440)	Tax Information Clerk	079	Data Entry/ Counter Clerk (New)	079
D. Brown (34216)	Assistant Tax Branch Supervisor	APS	Manager, Tax Billing (New)	APS
G. Vicente (33345)	Voucher Unit Supervisor	079	Coordinator, Tax Adjustment (New)	079
I. Boulter (40142)	Tax Information Clerk	079	Mortgage Account Billing Clerk (New)	079
G. Noel (28925)	Tax Billing Unit Supervisor	079	Coordinator, Tax Transactions (New)	079
G.L. West (50351)	Receptionist-Typist	079	Tax Certificate Clerk (New)	079
P. Camilleri (25362)	Supervisor, Certificate Unit	079	Coordinator, Tax Sale Unit (New)	079

Name	Present Position	Affil	Appointment	Affil
S. Tsuruda (29654)	Assistant Supervisor, Water Revenue Branch	APS	Manager, Water Revenue Accounting (New)	APS
W. Fraser Kimel (44470)	Personnel Records Clerk	079	Personnel & Payroll Clerk (New)	079
J. DeSanto (41631)	Tax Arrears Collection Branch Supervisor	APS	Manager, Tax Arrears Collection (New)	APS
R. Bond (35278)	Supervisor, Pension Section	APS	Manager, Pension Benefits & Administration (New)	APS

APPENDIX D

NEW POSITIONS TO BE ADVERTISED

Position Title	Affil
Director, Treasury	APS
Secretary to Director, Treasury	079
Manager, Treasury Operations	APS
Clerk-Stenographer, Treasury Operations	079
Supervisor, Administation & Financial Research	APS
Supervisor, Cash Management	APS
Senior Bank Reconciliation Clerk	079
Administrator, Pensions	APS
Manager, Risk Management & Employee Benefits	APS
Employee Benefits Analyst	079
Secretary to Director, Taxation & Water Revenue	079
Manager, Administration & Information Services	APS
Accounting Systems Officer	APS
Clerk-Stenographer, Administration & Information Services	079
Supervisor, Information Services	APS
Information Counter Clerk	079
Administration & Budget Officer	079
Senior Analyst, Taxation & Assessment	079
Tax Collector	APS
Manager, Tax Accounting	APS
Senior Tax Refund Clerk	079

Position Title	Affil
Coordinator, Control & Reconciliation	079
Coordinator, Tax Arrears Collection	079
Arrears Analysis Clerk	079
Administrator, Water Revenue	APS
Clerk-Stenographer, Water Revenue	079
Manager, Water Revenue Billing	APS
Senior Water Revenue Inspector (3)	079
Inspection Control Clerk	079
Accounting Analyst	079
Revenue Accounting Clerk	079
Secretary to Deputy Commissioner	079
Clerk-Typist Receptionist	079
Manager, Research & Planning	APS
Research & Planning Analyst	079
Coordinator, Financial Systems	APS
Budget & Data Entry Clerk	079
Administration & Budget Officer	079
Typist, Tax Arrears Collection Branch	079
Receptionist - Forms Control Clerk	079

APPENDIX E

BUDGET TRANSFERS

Transfers from:			Amount
705-510	Investment, Funded Debt & Insurance	110 Permanent Salaries	444,065
		120 Temporary Salaries	49,689
		200 Fringe Benefits	73,666
		300 Materials & Supplies	5,101
		400 Equipment	2,501
		600 Purchase of Services	40,816
		Total	615,838
705-520	Pension	110 Permanent Salaries	210,971
		120 Temporary Salaries	20,791
		200 Fringe Benefits	36,169
		300 Material & Supplies	9,535
		400 Equipment	667
		600 Purchase of Services	61,250
		700 Contributions, etc.	600
		Total	339,983
705-530	Revenue Tax	110 Permanent Salaries	2,094,675
		120 Temporary Salaries	348,913
		200 Fringe Benefits	378,051
		300 Material & Supplies	89,403
		400 Equipment	50,942
		600 Purchase of Services	37,554
		900 Distribution Credits	(604,252)
		Total	2,395,286
705-540	Disbursements	110 Permanent Salaries	218,516
		120 Temporary Salaries	28,303
		200 Fringe Benefits	37,229
		300 Material & Supplies	12,264
		400 Equipment	375
		600 Purchase of Services	12,741
		Total	309,428
		GRAND TOTAL	3,660,535

Transfers to:			Amount
705-330	Accounts Payable	110 Permanent Salaries	90,795
		120 Temporary Salaries	17,751
		200 Fringe Benefits	16,473
		300 Material & Supplies	-
		400 Equipment	-
		600 Purchase of Services	-
		Total	125,019
705-400	Treasury Division		
705-410	Treasury Operations Section		
705-411	Treasury Administration	110 Permanent Salaries	152,658
		120 Temporary Salaries	-
		200 Fringe Benefits	20,161
		300 Material & Supplies	1,822
		400 Equipment	1,107
		600 Purchase of Services	2,821
		Total	178,569
705-412	Cashier's Branch	110 Permanent Salaries	391,604
		120 Temporary Salaries	50,629
		200 Fringe Benefits	72,065
		300 Material & Supplies	7,488
		400 Equipment	43,190
		600 Purchase of Services	6,589
		900 Distribution Credits	(324,252)
		Total	247,313
705-413	Funded Debt Branch	110 Permanent Salaries	96,576
		120 Temporary Salaries	-
		200 Fringe Benefits	17,358
		300 Material & Supplies	729
		400 Equipment	-
		600 Purchase of Services	-
		Total	114,663
705-414	Cash Management Branch	110 Permanent Salaries	127,721
		120 Temporary Salaries	10,552
		200 Fringe Benefits	20,755
		300 Material & Supplies	12,264
		400 Equipment	375
		600 Purchase of Services	12,741
		Total	184,408

Transfers to:			Amount
705-420	Pensions Section		
705-421	Pension Benefits & Administration Branch	110 Permanent Salaries	243,907
		120 Temporary Salaries	36,388
		200 Fringe Benefits	43,272
		300 Material & Supplies	9,899
		400 Equipment	1,230
		600 Purchase of Services	61,250
		700 Contributions etc.	600
		Total	396,546
705-422	Investment Branch	110 Permanent Salaries	77,041
		120 Temporary Salaries	-
		200 Fringe Benefits	12,747
		300 Material & Supplies	729
		400 Equipment	563
		600 Purchase of Services	10,993
		Total	102,073
705-430	Risk Management & Employee Benefits Section		
705-431	Risk Management & Employee Benefits	110 Permanent Salaries	95,862
		120 Temporary Salaries	34,092
		200 Fringe Benefits	18,499
		300 Material & Supplies	1,457
		400 Equipment	268
		600 Purchase of Services	27,002
		Total	177,180
705-200	Tax & Water Division		
705-210	Tax Administration & Information Services Section		
705-211	Tax Administration & Information Services	110 Permanent Salaries	184,152
		120 Temporary Salaries	96,396
		200 Fringe Benefits	35,065
		300 Material & Supplies	17,750
		400 Equipment	3,961
		600 Purchase of Services	12,515
		900 Distribution Credits	(80,000)
		Total	269,839

Transfers to:			Amount
705-220	Tax Collection Section		
705-221	Tax Billing Branch	110 Permanent Salaries	343,445
		120 Temporary Salaries	10,000
		200 Fringe Benefits	59,08
		300 Material & Supplies	43,200
		400 Equipment	378
		600 Purchase of Services	520
		900 Distribution Credits	(100,000)
		Total	356,623
705-222	Tax Accounting Branch	110 Permanent Salaries	736,897
		120 Temporary Salaries	97,047
		200 Fringe Benefits	132,437
		300 Material & Supplies	13,827
		400 Equipment	2,633
		600 Purchase of Services	9,870
		900 Distribution Credits	(50,000)
		Total	942,711
705-223	Tax Arrears Collection Branch	110 Permanent Salaries	427,569
		120 Temporary Salaries	94,841
		200 Fringe Benefits	77,203
		300 Material & Supplies	7,138
		400 Equipment	780
		600 Purchase of Services	8,060
		900 Distribution Credits	(50,000)
		Total	565,591
		GRAND TOTAL	3,660,535

APPENDIX F

POSITION DESCRIPTIONS

POSITION DESCRIPTION

ACCOUNTING ANALYST

WORK ILLUSTRATION

Reporting to the Manager, Water Revenue Accounting, this employee analyzes the General Ledger Accounts in the self sustaining Water Revenue System and prepares reconciliation reports. Assists in the preparation of the annual Budget estimates and prepares monthly Budget Variance Reports. Prepares "crosswalk" calculations for water rate planning and assists in the establishment of changes in water rates. Participates in work planning decisions, analyzes work loads, initiates work studies and prepares reports. Provides accounting support for the Water Revenue Section and prepares financial statements. Monitors Expenditure Control for Water Works System and prepares adjusting enteries. Examines wholesale purchase of water, identifies problem areas and conducts investigations. Liaises with the Accounting Division, Treasury Division and D.P.W. concerning Water and Sewage Service accounting, payments of water accounts and disbursements. Develops internal control procedures and recommends implementation.

QUALIFICATIONS

Good knowledge of General Accounting, preferably in a Municipal environment. Knowledge of Enterprise Accounting and Fund Accounting concepts. Ability to interpret provincial regulations relative to the Financial Information Return, City By-Laws, etc. Demonstrated ability to establish internal control procedures. Ability to work accurately and function effectively with tight time constraints. Good knowledge of on-line computerized system with "real-time" update.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school supplemented by a degree in Accounting or an acceptable combination of education and experience.

POSITION DESCRIPTION

ACCOUNTING SYSTEMS OFFICER

WORK ILLUSTRATION

Reporting to the Manager, Administration & Information Services. This employee analyzes, developes and implements accounting systems, policies and procedures for the Taxation and Water Revenue Division. Responsible for all duties related to systems development, including interviewing, system documentation, establishment of procedures, systems tests, etc. Conducts and/or participates in Task Forces to discuss/investigate and develop computer applications to accounting and legislated procedures for tax and tax-related revenues, re: Sewer Impost, taxpayer information services, assessment forecasting and monitoring systems, etc. Prepares reports and recommendations on new computer and programming applications for the division. Liaises with Computer Services Division, (Management Services) on system changes, production schedules and procedures. Allocates and controls security I.D. numbers for entry to tax, water, and other CICS and TSO systems for Division personnel. Conducts seminars for Divisional staff on computer and programming applications for the Tax and Water systems as required. Liaises with other levels of government (Provincial Ministries) and other municipalities, as well as private corporations, as required. Reviews Divisional scheduling of OCR billings and liaises with other departments and divisions as required. Schedules and coordinates year-end closing activities. Provides feedback from ratepayers regarding by-laws, policies and procedures to civil officials. Managers the updating of the Tax Master File. Supervises the payment of authorized expenditures for the Section. Plans and develops accounting systems relating to tax and tax-related revenues. Responsible for maintaining system documentation, confidential security I.D. numbers for access to computer systems for Division personnel.

QUALIFICATIONS

Knowledge of City accounting practices, budget process and extensive work experience in a computed environment ability to develop financial reports and analyze complex accounts. Excellent communication skills, both orally and in writing. Ability to research and analyze information quickly and respond with recommended action. Demonstrated interviewing and analytical skills. Ability to set priorities and schedule jobs. Good knowledge of Provincial statues and City By-laws relating to Taxation and tax related revenues. Ability to carry out procedure writing and systems design.

MINIMUM EDUCATIONAL REQUIREMENTS

A degree in Business Administration, Public Administration, Computer Sciences plus education and/or experience equivalent to completion of to the fifth level of C.A., C.G.A. or R.I.A. A minimum of five years accounting systems design experience and five years experience in a management role. In addition, training and experience in computer system design or development. Preferable experience with micro computers.

POSITION DESCRIPTION

ARREARS ANALYSIS CLERK

WORK ILLUSTRATION

An employee in this position reports to the Manager, Tax Arrears Collection Branch and assists in reviewing returned business warrants from the Bailiffs and determining what action is to be taken. Forwards list of accounts to the collection agency and maintains control of same. Processes payments received for taxes and prepares disbursement for payment of collection agency fees. Calculates penalty and interest on amounts not on system. Assists, Coordinator Tax Arrears Collection with the preparation of Legal lists. Files bankruptcy claims with trustee, attends Small Claims Court and Supreme Court to give evidence. Prepares bankruptcy write-off. Compiles list of uncollected taxes for Council approval to write-off. Maintains aging account records. Occasional outside collections. Assists where necessary in the Tax Arrears Collection Branch with special projects. Assists with the maintaining of old business accounts on a micro- computer.

QUALIFICATIONS

Detailed knowledge of Provincial Legislation and City By-Laws regarding tax administration and collection. Sound knowledge of bankruptcy and Court procedures that relate to tax arrears collection. Must be a self-starter and require little supervision. Must be able to communicate effectively orally and in writing. Systems and computer knowledge would be an asset. Thorough knowledge of the tax system and departmental policies.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience, and must have completed or be registered in a job related certificate or degree program at a Community College or University.

POSITION DESCRIPTION

ASSISTANT SUPERVISOR, CASHIERING OPERATIONS

WORK ILLUSTRATION

An employee in this position, reporting to the Supervisor, Cashiering Operations, supervises Recording Clerk, Cashiers, Transaction Processor Operators and Coordinator in all aspects of their duties including checking deposits, assisting in balancing of cash, training personnel, and total balancing of all revenues. Makes effective recommendations regarding the hiring, discipline and termination of these staff members. Maintains security of the Vault and Grill Door, one of two combinations, opens and closes vault daily and sets time lock as required. Collects cash deposit bags from cashiers, cheque deposits from Transaction Processing, and seals all daily revenues in main deposit bag. Records miscellaneous daily deposit totals in Armoured Car consignment book and obtains signature from Armoured Car carriers and releases revenues for delivery. Receives and distributes parking meter keys as required. Monitors all cashier floats in respect to balancing and conducts spot check audit. Maintains record of all descrepancies (overages/shortages) in respect to cash deposits. Liaises with departments in respect to their revenues of OCR billing, and resolves all problems resulting from Transmission errors. Forwards all output lists and remittance processing documents to respective departments or sections. Maintains setup and quality control in respect to changes and applications of Decentralized Processing, and liaises with Computer Services Division. Transfers all OCR Jobs processed to host computer on a daily basis under TSO to update subsidiary accounts. Balances and reconciles all output lists in respect to Tax, Water, Street Allowance Rental and Parking Permit revenues. Assigns all security passwords for tranaction processor operators, and maintains Batch Assignment and Postdated Cheque Systems under TSO. Prepares Journal Entries to correct payments applied to the wrong account, and in the absence of Supervisor Cashiering Operations, prepares Journal Entries to correct deposit errors on notification from banks. Maintains all contracts on equipment in Branch, initiates calls for repair service, and requisitions all major supplies. Has custody of cash float for Permit Parking Refunds and issues same. Accounts for refund vouchers issued by Public Works, Permit Parking Branch, and generates Disbursement Voucher to replenish float. Initiates daily Forecast during absence of Supervisor Cashier Operations and responds to security alert after normal working hours during Supervisor's vacation period. Drafts correspondence on Cashier's Branch matters for Director of Treasury, or Supervisor Cashiering Operations. Prepares reports and gathers all statistical information in respect to volume and work-flow for Supervisor Cashiering Operations. Maintains control of all Manuals assigned to Branch, i.e., Decentralized Processing Manual, Accounting Code Manuals, Procedure Manuals, and drafts all

Branch Procedures pertinent to Branch operation. Acts for Supervisor Cashiering Operations during temporary absences.

QUALIFICATIONS

Minimum of two years of progressively responsible supervisory experience in an accounting or banking environment. Familiar with the policies and procedures regarding the Tax, Water and other billing systems and their applicable legislation. Good knowledge of banking operations. Good organizational skills, and ability to organize workloads and assign resources. Sound knowledge of cash register operations and OCR processing equipment. Good written and oral communication skills. Ability to establish effective relations with staff and public.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School or approved equivalent, supplemented by additional related post-secondary education and/or experience.

POSITION DESCRIPTION

BUDGET & DATA ENTRY CLERK

WORK ILLUSTRATION

An employee in this position types letters, memos, minutes, etc., from handwritten material and dictaphone, reporting to the Supervisor, Administrative Services. Sets up and types financial statements. Numbers and types document register sheets noting corresponding documents received from Legal and Public Works Departments. Completes document acknowledgement form letters. Prepares document register, index cards for reference. Enters reports and letters in CRT using ATMS for Executive Committee. Operates computer terminals to set up and maintain furniture inventory, Training and Development Applications, mailing lists for City's Annual Financial Report, etc. Maintains letterbook of outgoing letters, memos, etc., chronologically and index alphabetically. Assists the Supervisor, Administrative Services, in the preparation of the Departmental budget documentation. Collects data from Divisions and assists in compiling the draft report. Maintains budget documentation on an ongoing basis, monitoring expenditures, etc., under the supervision of the Supervisor, Administrative Services. Prepares monthly Budget Variance statements for senior staff. Answers telephone enquiries, as necessary, regarding the status of budget items, etc. Performs other duties as assigned.

QUALIFICATIONS

Good knowledge of budget statements, and familiarity with the City's budget process. Ability to set up financial statements and reports. Experience with City's computer system, good knowledge of ATMS and EXTRACTO. Ability to maintain good working relationships with staff at all levels in the Department, and with other Departments. Good interpersonal skills, and ability to communicate well, orally and in writing.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School plus experience in dealing with budgeting and financial systems documertation, or equivalent combination of education and experience.

POSITION DESCRIPTION

CASH MANAGEMENT ANALYST

WORKING ILLUSTRATION

An employee in this position Prepares daily bank statement, showing revenue received, disbursements, cash on hand from cash blotters and cheque register print out and prepares for City Treasurer notification of funds available for investment purposes. Prepares daily, 7-week, 3-month and 12-month cash flow forecasts to predict receipts and payments. Updates forecasts of receipts and payments to show City of Toronto's cash position and highlights any cash flow problems. Obtains expenditure information from the detailed City payment plan. Obtains revenue information from the detailed revenue forecast sheets. Consults officials in other sections, divisions, and departments concerning expected revenue and expenditures. Obtains and reviews Ontario Home Renewal Program, Parking Meter Operations, Reserves, etc. to determine status of accounts for re-investment or recovery of funds. Assists Supervisor with preparation and analysis of information for reports to management or for system development. Assists in preparing budget estimates and with other administrative duties in the Branch. Acts as signing officer including payroll cheques. Receives disbursement vouchers and directs the posting of maturity dates and interest earned from investments to investment register. Maintains safekeeping of investment certificates in vault and prepares deposits on due dates. Calculates and confirms interest earned on investments by date of maturity, and calls financial institutions on due date to confer on maturity amount. Verifies amounts of cheques and receipts from investment maturities and forwards to Cashiering Operation Branch for deposit of funds. Prepares monthly investment statement showing interest earned and deals with banks on matters relating to City business. Maintains appropriate supply of cheques and maintains security to ensure only authorized personnel are permitted to handle cheques. Forwards cheques to data processing as requested. Prepares journal entries to rescind cheques issued in error and forwards to Accounting Division for processing.

QUALIFICATIONS

Knowledge of City accounting and banking practices and familiarity with computer system and micro-computer applications.

MINIMUM EDUCATIONAL REQUIREMENTS

A university degree in business administration, commerce or accounting, or approved equivalent combination of education and work experience.

POSITION DESCRIPTION

ADMINISTRATOR, WATER REVENUE SECTION

WORK ILLUSTRATION

Reporting to the Director, Taxation and Water Revenue Division this employee administers the function of the 3 Branches of the Water Revenue Section and manages every aspect of the Water Revenue System. Makes effective recommendations regarding the hiring, discipline and termination of staff in the Water Revenue Section. Develops self-sustaining Budget estimates for the Water Revenue System using own and inter-fund data, e.g. Finance and Public Works. Develops and implements policy concerning water rate structure. Prepares rate forecasts and recommends changes. Prepares amendments to Water Works By-laws and liaises with City's Legal Department regarding implementation. Authorizes payments of wholesale purchases of Water. Approves requisitions for materials, supplies and equipment for Water Revenue Section. Prepares correspondence for own signature, those of the Director of Revenue, and Commissioner of Finance. Conducts studies relative to Water Revenue operations, prepares position papers, drafts report to Executive Committee and Council. Liaises with Metro and Neighbouring Municipalities regarding Water Flows passing through City of Toronto Cross-Border points, identifies problem areas. Originates appropriate correspondence with recommended solutions. Oversees the development of Computer Systems relating to Water Revenue and controls the computer security program for the Water Revenue Section. Reports to FISSC concerning Systems Development. Initiates internal control policies and implements changes as necessary. Liases with Director of Revenue on all activity matters. Develops reporting mechanisms. Interprets Provincial Statutes and City By-laws. Authorizes discounts, water and sewage service rate refunds and approves Journal Entries into Water Works Revenue System. Occassionally inspects complex meter installations.

QUALIFICATIONS

Several years of experience in a senior supervisory capacity within a computerized environment. Ability to manage large staff and ensure coordination of large volumes of work. Ability to implement equal opportunity policies. Knowledge of City's Accounting System and experience in Fund Accounting Concepts. Ability to develop financial control systems within a self-sustaining accounting system. Knowledge of computerized systems development. Knowledge of council's policies and City's Departmental structure. Good Business English and ability to prepare effective correspondence and reports.

MINIMUM EDUCATIONAL REQUIREMENTS

A degree in Accounting or Business Administration supplemented by courses in Management Practices.

POSITION DESCRIPTION

CLERK-STENOGRAPHER

WORK ILLUSTRATION

This employee reports to the Manager, Administration & Information Services, and types correspondence, Executive Committee reports, and minutes of meetings for the Assistant Director; Manager of Administration and Budgeting; and Accounting Systems Officer, using ATMS from handwritten material and dictaphone. Answers and screens telephone calls for Assistant Director. Refers taxpayers to appropriate personnel. Opens, reads and designates correspondence for the Section, and records status on dataset. Maintains the filing system for the Section, by subject and alphabetically. Prepares and processes bi-weekly attendance reports for temporary and casual staff, exception reports for permanent staff and summary sheets. Forwards to Payroll and Audit. Completes Payroll Change Authorizations, e.g. new employees, layoffs, etc. Prepares and distributes daily absentee list and sick pay claim forms to the Senior Administrative staff in the Branches. Maintains an Attendance Record book, e.g. sick bank, vacation records. Maintains summary list on lieu time and overtime for budgetory purposes. Prepares and processes purchase requisitions and purchase order forms for office supplies and equipment for payment of goods received. Prepares and processes purchase order adjustment forms when necessary. Maintains adequate supply of stock for Branches. Extracts information from the CRT regarding expenditures, preparation of monthly costs analysis of money spent and money outstanding for Section. Resolves discrepancies and notifies Accounting Section for preparation of adjusting journal entry. Prepares detailed statements of cost analysis information for budgetary purposes. Reconciles feature codes, wage codes, paysheets, personnel files, increments, etc., with detailed cost analysis. Compiles, calculates and types budgetary records of monthly expenditures and processes petty cash voucher. Prepares annual inventory of office furniture and equipment.

QUALIFICATIONS

Several years of clerical experience with excellent typing skills (55 w.p.m. minimum). Able to work with minimum direction and set priorities, when required. Excellent telephone manner required and the ability to maintain co-operative relationships with the public and the members of staff. Ability to work accurately with figures. Good spelling and grammar capabilities. Preference will be given to applicants with A.T.M.S. training. Completion of tax related or other municipal government courses would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School or approved equivalent.

POSITION DESCRIPTION

CLERK-STENOGRAPHER, WATER REVENUE SECTION

WORK ILLUSTRATION

This employee performs secretarial and clerical duties, reports to the Administrator, Water Revenue Section, types correspondence, Executive Committee reports, and minutes of meetings for the Water Revenue Branch supervisory staff using ATMS, from handwritten material and dictaphone, and takes minutes as required. Maintains administration correspondence files for the Water Revenue Section. Occasionally reads correspondence and designates location. Maintains on line index to City Clerk's and City Council filing system and files the hardcopy correspondence. Occasionally prepares bi-weekly attendance exception reports and summary sheets for temporary and permanent staff. Forwards to Payroll and Audit. Occasionally prepares daily absentee list and sick pay claim forms for Water Revenue Staff. Occasionally updates attendance record book (i.e., sick bank, vacation, lieu time records). Processes documents such as OHIP, Cumba, Pension TD1 forms. Occasionally prepares purchase requisitions for office supplies and equipment and processes purchase orders for payment of goods received. Prepares petty cash vouchers and makes purchases with petty cash.

Updates annual inventory of office furniture and equipment using CRT and TSO. Occasionally prepares Extracto programs to extract information from Water Revenue Branch Master File.

QUALIFICATIONS

Good oral communication and ability to handle large volume work. Accurate typist (60 w.p.m.) and good business English. Ability to work accurately with figures, must be capable of exercising discretion when dealing with confidential matters.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent, supplemented by courses in shorthand and/or secretarial skills.

POSITION DESCRIPTION

CLERK-STENOGRAPHER, TREASURY OPERATIONS

WORKING ILLUSTRATION

An employee in this position takes dictation and transcribes notes for the Manager, Treasury Operations and the Branch Supervisors. Types correspondence, Executive Committee Reports, and minutes of meetings for the Treasury supervisory staff using ATMS, from handwritten material and dictaphone. Takes minutes as required. Answers and screens calls for the Manager, Treasury Operations and Branch Supervisors. Takes messages and directs calls. Maintains administration correspondence files for the Section. Operates ATMS and typewriter terminals to enter reports to Executive Committee, including narrative and statistical data as required and operates photocopier as necessary.

QUALIFICATIONS

Good oral communication and ability to handle large volume of work. Accurate typist (60 w.p.m.) and good business English. Ability to work accurately with figures. Must be capable of exercising discretion when dealing with confidential matters.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent; supplemented by courses in shorthand and/or secreatarial skills.

POSITION DESCRIPTION

CLERK-TYPIST RECEPTIONIST

WORK ILLUSTRATION

Types letters, memos, minutes, etc., from handwritten material, shorthand transcription and dictaphone. Answers telephone inquiries, takes messages and directs calls for Finance Department. Operates computer terminal to enter, retrieve, correct reports and correspondence as assigned. Sets up and types financial statements, financial reports and daily financial statements as required. Types reports, etc., for Manager, Research and Planning, Coordinator, Financial Systems, and Supervisor of Administrative Services as requested, and as assigned by the Director of Administration. Types correspondence, reports, memos, etc., for other Divisions as necessary, and as assigned by the Director of Administration. Performs other duties as assigned.

QUALIFICATIONS

Experience in a receptionist function, and in a secretarial/clerical function. Ability to relate well to the public and civic staff. Knowledge of ATMS. Familiarity with Finance Department procedures regarding City reports an asset. Excellent interpersonal skills, and ability to communicate well, orally and in writing.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience.

. POSITION DESCRIPTION

COORDINATOR, FINANCIAL SYSTEMS

WORK ILLUSTRATION

Reporting to the Director of Administration, this employee develops and monitors controls for financial systems. Orients managers in new procedures, manual and machine. Provides Departmental contact function between Finance and Management Services Department to ensure that Finance Department needs are met. Tests, with appropriate manager, systems development at key milestones during the development process. Keeps managers informed in emerging technology, and provides assistance in making technological systems choices. Develops or assists in developing computer systems applications. Provides long-term planning for future computer needs. Establishes Departmental standards/criteria which are used to decide on the allocation of computer resources, including micro-computers, and provides an overall priority-setting function with respect to computer systems development, allocation and monitoring. Prepares annual estimates for Finance Department computer systems requirements. Consults with managers on the feasibility and expense of proposed systems, and assists in the development of reports to City Council or the Budget Review Group that deal with computer systems financing. Acts as consultant to Financial Information Steering Committee. Provides the Departmental link between department managers and Management Services Department, ensuring that an overall systems perspective is attained for the Finance Department as a whole. Acts as Departmental Data Processing Security Coordinator. At the request of the Commissioner, Deputy Commissioner and/or the Director of Administration, represents the Department on task forces or committees dealing with computer services issues, providing the perspective of the Finance Department. Prepares reports to City Council, Committees and/or other Departments regarding financial systems. Coordinates with the Audit Department on their requirements for controls on financial systems.

QUALIFICATIONS

Significant knowledge and experience in computer systems technology, including current trends. Experience in working with computer systems in large organizations, at a high level of responsibility. General knowledge of issues affecting municipal financial systems and procedures. Ability to communicate well, orally and in writing. Ability to maintain good working relationships with staff and civic officials at all levels. Good interpersonal skills. Knowledge of current Finance Department computer systems an asset. Ability to coordinate diverse working

groups and consult with managers in other Divisions of the Finance Department.

MINIMUM EDUCATIONAL REQUIREMENTS

Accounting Degree, Information Sciences Degree, and/or Degree in Business Administration, plus several years' experience in working with computer systems technology at a senior level of responsibility. Consideration will be given to an equivalent combination of education and experience.

POSITION DESCRIPTION

COORDINATOR, CONTROL & RECONCILIATION

WORK ILLUSTRATION

Reporting to the Manager, Tax Accounting Branch thisemployee directs clerical staff in checking and initialing account codes and balance totals for accuracy on Court decisions, tax adjustments, journal entries before submission to data processing. Verifies on return and prepares journal entries to correct errors. Jackets, verifies and initials total for submission to Accounting Division. Maintains control listing of jacket numbers and journal entry numbers Balances monthly cash adjustments journal entries. Maintains and posts refunds, payments and journal entries on business accounts in arrears. Balances Card Ledger totals to General Ledger. Prepares journal entries for business and realty arrears to transfer credit/debits (Court decisions, adjustment) to oldest year on Subsidiary Ledger. Maintains records and corrects non-processed tax transactions by preparing journal entries. Maintains a record of discount figures. Maintains record of weekly statistical analysis of current tax payments. Prepares and initials statement of balances outstanding. Maintains and controls records of the tax office submitted to the Records and Archives Division and initials. Prepares out-dated material for central records, completes memo listing location for future reference. Maintains listing of and balances monthly advance payment and suspense accounts. Maintains control of daily payment register and journal entry register. Prepares head office memos to update Code of Accounts for tax accounting and confers by telephone to correct minor problems or errors. Updates Tax Master file with history data as required. Operates CRT and microfiche viewer to retrieve tax information. Directs staff in preparation of journal entries, tax adjustment preparatin for posting.

QUALIFICATIONS

Good knowledge of general accounting practices and familiarity with Data Processing methods. Several years clerical experience and a good knowledge of municipal realty and business tax procedures, City by-laws and Provincial statues relating to municipal taxation. Ability to prepare effective correspodence on routine matters. Ability to maintain co-operative working relationships with other employees and the general public.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience, plus a specialized related course.

POSITION DESCRIPTION

COORDINATOR, TAX ADJUSTMENT

WORK ILLUSTRATION

Reporting to the Manager, Tax Billing Branch, this employee directs and assists clerical staff in the processing of vouchers, journal entries and adjustments to tax and general ledger accounts following Court decisions (Assessment Review Board, Ontario Municipal Board, Supreme Court of Ontario). Liaises with the staff of the Regional Assessment Office, Assessment Review Board and civic departments to clarify and interpret complex Court decisions. Interprets Provincial legislation relating to adjustment of taxes (i.e. Assessment Act and Municipal Act). Orients clerks in processing of difficult cases and verifies their calculations. Prepares journal entries as required to reflect changes. Forwards bills for mailing. Investigates and answers taxpayers' enquiries and complaints relating to Court decisions and Provincial tax legislation. Drafts correspondence, year-end statements and Financial Information Return for the Province. Trains staff in procedures.

QUALIFICATIONS

A general knowledge of the Municipal and Assessment Acts. Experience in dealing with staff and public. The ability to meet deadlines and relate to senior management.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience, plus a specialized related course.

POSITION DESCRIPTION

COORDINATOR, TAX ARREARS COLLECTION

WORK ILLUSTRATION

This employee reports to the Manager Tax Arrears Collection and directs staff and coordinates the activities of the Tax Arrears Unit. Prepares and processes documentation for the collection of Business Tax Arrears. Reviews return of Bailiff Warrants and compiles list of uncollectible accounts. Coordinates list of uncollected Taxes for Council approval to write-off. Prepares list, calculates penalty and interst charges of accounts for Legal Department action. Records Business Taxes received, processes payments to Cashiers, and notifies Legal Department on action. Prepares reports for Court action and gives evidence. Oversees the filing of bankruptcy claims with trustees. Attends Small Claims Court and Supreme Court to give evidence. Prepares statistical reports. Liaises with Management Services Department in producing monthly statements, dunning letters, etc. Advises and directs staff on tax accounts. Investigates complaints and drafts letters for Tax Collector's and/or Commissioner's signature. Checks and reviews uncollectible accounts, prepares legal list for action, and bankruptcy claims. Reviews Bailiffs' action on outstanding accounts and returned warrants. Initiates applications for processing of Court adjustments. Maintains and controls old business accounts on a P.C. and undertakes occasional outside collections.

QUALIFICATIONS

Must have several years' experience in the collection field, and considerable experience in directing staff. Sound knowledge of Bankruptcy and Court procedures that relate to tax arrears collection. Detailed knowledge of Provincial legislation and City By-laws regarding tax administration and collection. Ability to coordinate collection activities and to maintain accurate records and controls on outstanding accounts. Ability to compile information to support Court action and to communicate effectively both orally and in writing. Some systems and computer experience would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience, plus a specialized related course. Training in accounting or law would be an asset.

POSITION DESCRIPTION

COORDINATOR, TAX SALE UNIT

WORK ILLUSTRATION

This employee reports to the Manager, Tax Arrears Collection, and directs and coordinates the processing by clerical staff of payments on properties liable for sale for arrears of taxes, adjustments on realty taxes and preparation of legal documents, i.e. purchasers' certificates, notices of sale, notices of redemption, etc. Prepares journal entries to enter charges or adjust accounts. Contacts ratepayers for business and realty tax arrears, registered encumbrancers, lawyers and mortgage companies by telephone to promote payment of arrears. Visits ratepayers at properties to promote payment of taxes and suggests methods of aid. i.e. legal aid, welfare agencies, social assistance agencies, etc. Issues tax arrears statements and processes payments. Updates list of land liable for sale as required. Prepares for registration Tax Arrears Certificates for properties liable to be sold. Prepares and mails out Notice of Registration to all parties concerned. Prepares reports on extention agreements. Drafts newspaper advertisements for sales of properties for approval of Tax Collector. Acts as Auctioneer at annual Tax Sales and oversees tax sales. Prepares and processes all documentation following tax sale, including transfer of funds in the Tax Sale Excess Account. Answers written, telephone or counter enquiries on tax procedures and properties, the Annual Tax Sale and provides information regarding tax arrears. Maintains Tax Sale Advertising Account and Tax Sale Ledger. Ensures adequate funds available to cover expenditures. Prepares a general journal entry to transfer the balance of excess funds to the City Treasurer when property is not reclaimed. Occasionally performs duties of Tax Arrears Collection Branch Manager during absence or vacation by authorizing journal entries and business and realty bailiffs warrants as necessary. Forwards for approval to Tax Collector. Occasionally drafts correspondence requiring immediate action. Forwards to Branch Manager for signature. Prepares annual Comparative Statement of Tax Sales for Branch and Head Office.

QUALIFICATIONS

Must have several years experience in the collection field and some experience directing staff. Detailed knowledge of Provincial Legislation, in particular the Municipal Tax Sales Act, and City By-laws as it applies to tax administration and collection. Ability to coordinate Tax Sale activities and to maintain accurate records and controls relating to Tax Sales and registering of Arrears Certificates. Ability to collect and compile necessary information to support Tax Sales actions. Ability to communicate effectively orally and in writing.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience, plus a two year specialized related course. Training in title searching, accounting of law would be an asset.

POSITION DESCRIPTION

COORDINATOR, TAX TRANSACTIONS

WORK ILLUSTRATION

Reporting to the Manager, Tax Accounting Branch, this employee prepares and maintains files for record of Buildings Department, Parks Department, Toronto Hydro and Water Arrears charges to be added to the Tax Collector's Roll. Liaises with Buildings Department, Toronto Hydro etc. re charge discrepancies, enquiries, etc. Prepares journal entries and tax statements re Hydro charges, water arrears etc. Reviews Hydro charges and payments on Tax Roll and prepares refunds as necessary. Reviews Building charges, e.g. liens. Notifies Legal Department re payment. Drafts correspondence and memos for signature of Manager. Answers taxpayers' enquiries by telephone. Directs and coordinates activities of staff in this unit for the searching and issuance of Tax Certificates. Checks requisitions with completed Tax Certificates for accuracy and signs on behalf of Treasurer and Tax Collector. Assists in property searches for Tax Certificates. Prepares disbursement voucher for Refund of Tax Certificate fees. Liaises with solicitors on Tax Certificate enquiries.

QUALIFICATIONS

Several years' experience in directing staff. Detailed knowledge of Provincial Legislation and City By-laws. Ability to coordinate staff activities and maintain accurate records and controls relating to special charges. Ability to communicate effectively orally and in writing.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience, plus a two year specialized related course.

POSITION DESCRIPTION

DATA ENTRY/COUNTER CLERK

WORK ILLUSTRATION

Reporting to the Supervisor, Information Services, this employee types letters, statistical reports, memos, requisitions, from handwritten and printed material. Operates C.R.T. to create, recall and enter Extracto programmes for Administration and Information Services Section. Creates and maintains extracto profile for Section (deletes old and obsolete programmes as required). Updates and validates master property information. Operates C.R.T. to enter comments to the tax file for the Section. Obtains overnight print-outs for Section. Checks and totals telephone statistical reports, monthly, and prepares graph reports as required. Types Transfer Advice Forms. Selects and delivers documents for transfer and storage to Central Records and retrieves upon request. Maintains Central Records file. Performs filing duties for Branch. Opens Branch mail, extracts Ledger numbers from CRT terminal, print-outs from typewriter terminal and microfilms, as requested. Notes on incoming letters. Creates organizational charts, logos, binder and report covers, etc., for Division. Designs and monitors control of forms for use in the Section. Answers telephone and counter enquiries regarding tax information, water information, etc. from general public, lawyers, etc. Operates CRT and typewriter terminal to provide information as nessary. Takes messages and directs calls as necessary. Assists counter staff during vacation absences peak load periods or as directed.

QUALIFICATIONS

Several years of clerical experience with good statistical typing skills. Must have excellent interpersonal skills and good knowledge of tax policies and procedures. Artistic skills would be an asset. Ability to communicate well, both orally and in writing. A second language would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School or approved equivalent.

POSITION DESCRIPTION

DIRECTOR OF ADMINISTRATION

WORK ILLUSTRATION

Manages the administrative, research and planning and financial systems coordination functions for the Finance Department. Makes effective recommendations regarding the hiring, discipline and termination of staff in Administration. Supervises Supervisor of Administrative Services, Manager, Research and Planning and Coordinator, Financial Systems, in all aspects of their duties. Receives special assignments from the Commissioner or Deputy. Studies and reports as required. Prepares reports and/or coordinates preparation and production of reports to Council and Executive Committee for the Commissioner or Deputy. Coordinates personnel matters for the Department including personnel requests, recommendations for appointments, retirement, organization charts and studies, performance appraisal program, Job Evaluation Program, and labour relations matters such as grievances and arbitration cases. Receives requests from and liaises with other City Departments, Boards, Commissions on financial matters related to government work programs. Acts as Signing Officer for the Department re: authority to sign cheques over $25,000.00. Verifies supporting documentation. Monitors special Departmental budgets such as the Convention Budget, Student Systems Analyst Budget, etc. Processes legal fee payments for City employees not convicted of offences while charged during the course of work. Develops and maintains Employee Handbook. Designs and develops systems and procedures. Maintains list of "Authorized Signatures". Prepares and maintains Activity Directory. Prepares Equal Opportunity Program reports and statistics. Plans and implements office space and equipment requirements. Acts as Departmental Representative on committees such as the Safety Committee, the Sub-Committee of Heads, etc. May attend Council or Executive Committee as required. Liaises with elected representatives as required. Acts as Departmental Equal Opportunity Program Senior Manager.

QUALIFICATIONS

A successful history of supervision and related management experience. Proven managerial and leadership skills in a large organization and ability to organize and direct employees. Able to investigate and analyze administrative problems and advise on policy matters. The capacity to develop and implement complex administrative and operative systems. Knowledge of City of Toronto administrative and personnel policies and procedures. Excellent communication skills, orally and in writing, and strong interpersonal skills.

MINIMUM EDUCATIONAL REQUIREMENTS

University degree or approved equivalent degree in commerce, business administration and/or personnel administration, and several years of progressively senior work responsibility in related positions. Training in accounting theory and procedures, and computer systems applications an asset. Consideration will be given to an equivalent combination of education and experience.

POSITION DESCRIPTION

DIRECTOR, TREASURY

WORKING ILLUSTRATION

An employee in this position plans, organizes, supervises and controls the activities of the Treasury Division. Makes effective recommendations regarding the hiring, training, discipline and termination of staff in the Treasury Division. Oversees the Treasury Operations Section in the preparation of revenue and expenditure forecasts and signing of cheques for authorized payments. Directs the preparation and review of daily cash reports for investment and related purposes, including the making of appropriate adjustments to ensure sufficient monies are available for required expenditures. Recommends long term investment financing for capital projects to the Commissioner and/or Deputy. Directs the cash receiving and banking functions for the City, and the maintenance of relations with banking institutions on behalf of the City. Directs the Pension Section in the provision of pension services, such as secretarial and outside consulting services, to the Fire and Civic Pension committees, OMERS Plan, Civic employees, pensioners, surviving spouses, and dependent children. Consults with outside actuaries and investment counsellors on pension matters and prepares financial reports for approval by Commissioner and pension committees. Ensures that the investment of short-term City funds and Fire and Civic pension funds are made in the short-term market, bonds, pooled pension funds, stocks and/or mortgages, as required. With the Administrator, Pensions, decides, as required, the daily short-term market investment of City funds and liaises with Pension Committees' Treasurer on pension investments and investment policy proposals. Supervises the Manager, Risk Management and Employee Benefits Section in the administration of risk management, property and casualty insurance and employee benefit programs for the City. Directs the review of specifications prepared and quotations received for City insurance coverage, and recommends insurance policies for approval by the Commissioner and City Council. Provides assistance and information to the Commissioner and/or Deputy, Members of Council, Civic Departments, taxpayers, other government agencies, etc., on debt, pension, insurance and related financial matters, as necessary. Prepares financial reports for Commissioner and City Council approval, as required. Directs the preparation of the annual operating budget for the Treasury Division. Also reviews Section budgets and directs the preparation of annual Debt Service and At-Large Budgets.

QUALIFICATIONS

Several years experience as a financial manager with good communication skills and recent experience in the public sector, preferably municipal.

MINIMUM EDUCATION REQUIREMENTS

A university degree in business, combined with a professional accounting designation would be preferred, but equivalent combinations of education and experience will be considered.

POSITION DESCRIPTION

EMPLOYEE BENEFITS ANALYST

WORK ILLUSTRATION

Reporting to the Manager, Risk Management and Employee Benefits, this employee analyses employee benefit programs with respect to design and cost implications and obtains and analyses claims data and reserve requirements. Drafts specifications for insurance tenders, reports and recommendations on insurance matters. Develops and provides information on employee benefit programs for City departments and Boards of Management regarding program coverages and services, and drafts amendments to employee benefit plan brochures. Provides costings for Department of Labour Relations on proposed employee benefits forecast for pending contract negotiations. Coordinates the development of renewals of employee benefit programs and drafts reports and recommendations to various committees concerning changes to employee benefit programs and on the selection and method of coverages. Maintains a current operating manual on employee benefit programs for information for Boards of Management and coordinates and prepares employee Annual Information Report on Employee Benefits. Acts for Manager, Risk Management and Employee Benefits during absences on matters of employee benefit programs.

QUALIFICATIONS

Specialized knowledge and several years experience in employee benefit plan administration. Ability to deal directly with senior officials in other departments. Ability to deal effectively with employee benefit agencies and firms. Ability to communicate effectively both in speech and in written assignments. Ability to assist in the establishment of employee benefit reporting systems. Knowledge and experience in micro-computer equipment and operations would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School or approved equivalent including several years of specialized experience in employee benefits program. Preference would be given to a graduate of a business course and individuals who have successfully completed the specialized employee pensions/benefits program at Humber College.

POSITION DESCRIPTION

ADMINISTRATOR, PENSIONS

WORK ILLUSTRATION

Reporting to the Director, Treasury, an employee in this position manages all financial and budgetary control functions and clerical services of the Pension Section. Makes effective recommendations regarding the hiring, training, discipline and termination of staff in the Pensions Section. Ensures that pension investments are made in accordance with the Pension Committees' investment policy. Collaborates with subordinates and Director of Treasury Division in the formulation of investment policy proposals presented to the Pension Committees. Manages all administrative aspects of the Section's operations as well as the budget preparation and expenditure control, personnel work and training and development, space planning, general systems development and general policy research. Manages all personnel matters for the Section. Directs the review of personnel requests and recommendations. Interviews applicants for positions in the Section. Responsible for the benefits administration and funds management of the City's Civic and Fire pension plans and the administration of the OMERS plan. Prepares annual reports for the Pension Committees of the Fire and Civic pension plans and periodic reports for government agencies. Attends all meetings of the Civic and Fire Pension Committees. Prepares reports on pensions for the Commissioner, for submission to Council, Executive Committee, the Civic and Fire Pension Committees.

QUALIFICATIONS

Extensive knowledge of pensions and investments in pension funds.

MINIMUM EDUCATION REQUIREMENTS

A university degree in business subjects or equivalent combination of education and work experience.

POSITION DESCRIPTION

INFORMATION COUNTER CLERK

WORK ILLUSTRATION

An employee in this position answers Counter enquiries regarding tax, and tax-related accounts. Answers general water enquiries. Explains penalties, arrears of taxes, Assessment Review Court decisions, discounts, dwelling house exemptions, special welfare rates, water charges added to tax bills and hydro charges, Department and City-wide policies regarding taxes. Refers enquiries to translator, as necessary, and provides all pertinent information. Processes notification from lawyers and property owners of change in property ownership or taxpayer address. Checks ledger number against property address for verification, stamps letter, records information thereon and forwards for entering. Calculates penalties on overdue accounts at taxpayers request or as necessary. Operates microfiche reader/printer to extract information on previous years' taxes. Calculates adjustments to taxes on termination of business. Investigates improper posting of tax payments. Requests proof of payment from taxpayer, computer printout and forwards to Tax Collection Branch for correction. Processes all requests for change of address, occupancy, etc. Locates and pulls files, checks letters and affidavits. Prepares appropriate form and forwards for entry. Prepares payment stubs for ratepayers. Assists telephone operators with enquiries, if required. Documents ratepayer complaints and comments and refers to Manager Information Section.

QUALIFICATIONS

Several years of tax experience and good knowledge of legislation, City policies and procedures regarding tax and tax-related functions. Excellent oral communication skills and pleasant manner. Preference will be given to multi-language candidates. Ability to work accurately with figures and write clearly.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent.

POSITION DESCRIPTION

INSPECTION CONTROL CLERK

WORK ILLUSTRATION

An employee in this position directs the Inspection Clerk in the maintenance of the Inspection Branch files of flat rate and meter cards, comments cards, meter telephone reading cards, route lists, time sheets, correspondence, etc. Determines and assigns sequence and route numbers to new Metered accounts for up-dating. Requests scheduled and unscheduled meter list for water accounts using CRT (TSO and CICS), receives listing and distributes for reading. Maintains the security of private property keys belonging to commercial and residential buildings. Assigns keys to inspectors for access to buildings for meter readings, and ensures the return of keys. Communicates in writing or telephone with cumstomer regarding any problems with property keys. Reads water meters as required. Makes special flat rate inspections as directed by Chief Inspector and originates written reports. Edits printed listing received from Computer Services Division. Coordinates the collection of arrears when required, issues receipts and discontinues service as directed. Assists the Chief Inspector in the updating of district maps. Maintains current meter location maps for workload distribution purposes. Operates hand-held terminal to enter readings and flat rate inspection detail. Summarizes and examines inspector's daily time schedule and forwards to Water Revenue Billing Branch. Assists Chief Inspector with workload, e.g. assignment of East, West and Center Cars. Answers telephone, coordinates inspection appointments, resolves complaints and attends to counter enquiries. Determines flat rate or meter billing classification of new and renovated properties. Completes report and forwards for approval of Chief Inspector. Acts as custodian of T.T.C. Tickets for Water Revenue Inspectors and directs issuance. Verifies unusual meter readings as directed. Performs service tests when required. Compiles statistical reports, productivity reports and draft reports as assigned.

QUALIFICATIONS

Must be bondable. Good knowledge of all types of valves and water consuming fixtures, machinery and equipment. Thorough knowledge of City streets. Familiarity with Water Works By-law. Excellent interpersonal skills.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent, supplemented by technical courses or an acceptable combination of Education and experience.

POSITION DESCRIPTION

MANAGER, RESEARCH & PLANNING

WORK ILLUSTRATION

Reporting to the Director of Administration, this employee performs research, at his/her own initiative or at the Commissioner/Deputy Commissioner's request, into financial issues which affect the City. Makes effective recommendations regarding the hiring, discipline, termination of Research and Planning Analyst. Makes recommendations for new financial policies. Identifies and reports on the financial impact of proposed federal and provincial initiatives. Monitors and reports on the impact of new financial initiatives. This employee consults with appropriate provincial officials on changes in legislation or regulations which have an impact on the City. At the Commissioner/Deputy Commissioner's request, advises senior management on financial issues, and carries out specific research to inform such discussions. Provides Department perspective on Task Forces and on committees on corporate projects. Assists in the development of Departmental priorities. Consults with other Division managers on financial issues of Departmental, Divisional, or corporate significance. Represents Department on City committees and Task Forces set up to examine financial issues, or which request financial input to their undertakings.

QUALIFICATIONS

Applicants should have a broad knowledge of financial issues, and be well-versed in the processes of financial planning and research. Knowledge of municipal affairs an asset. Good administrative ability and considerable experience in working with all levels of staff are required. Excellent interpersonal skills, and superior ability to communicate, orally and in writing. Experience in writing reports. Knowledge of computer systems application. Ability to supervise staff and coordinate Task Forces and other similar working groups. Some familiarity with the City's structure and financial procedures an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

A university degree in business administration or a professional accounting designation plus several years of experience in a similar research and planning position; equivalent combination of education and work experience will be considered.

POSITION DESCRIPTION

MANAGER, ADMINISTRATION & INFORMATION SERVICES

WORK ILLUSTRATION

This employee manages the activities of the Information Services, Administration and Budgeting, and Taxation and Assessment Branches of the Administration and Information Services Section. Makes effective recommendations regarding the hiring, dicipline and termination of staff in this section. Advises the City Treasurer on matters concerning City Revenues, Policies, Assessment and economic trends, as required. Schedules and coordinates the operating budgeting process for the Taxation and Water Revenue Division. Supervises the consolidation of same for departmental use. Responsible for the preparation of financial and management reports and position papers on taxes for submission to the civic officials, Provincial Authorities and Associations (i.e. A.M.O.). Coordinates the preparation of the revenue estimates for Tax and Water Revenue. Manages the preparation and analyses the monthly variance reports on the division's operating budget. Coordinates the research process and projects the City's assessment base for use by Budget Review Group. Investigates and reports on requests for tax exemption from non-profit organizations and approves Executive Committee Reports for Commissioner of Finance's signature. Manages the assessment monitoring and forecasting function. Reviews Court decisions or pending appeals having an impact on the City's assessment base and tax revenues and provide information for Commissioner of Finance. Responds to enquiries and complaints by telephone and in writing on behalf of the Commissioner and elected officials regarding taxes, revenues, etc. Attends meetings with the public, other departments, other municipalities, provincial ministries, elected representatives, etc. to discuss legislation, policies and procedures regarding tax, water and other revenue matters. Interprets provincial legislation and by-laws. Formulates and implements policies and procedures regarding tax, water and other revenue matters for the Department. Directs the indoctrination performance appraisal and development of staff of the Division through training seminars, interviews and structured programmes. Prepares correspondence, as required. Plans and coordinates the preparation of the by-laws for tax and tax related revenues, water rates report and mill rate report. Receives and manages special assignments from the Director of Taxation and Water Revenue. Coordinates personnel matters for the division and provides managers with current policy and procedural information. Develops and maintains Tax Information Office Training Manual. Designs and develops systems and procedures for tax, tax-related matters, assessment areas, plus divisional budgeting processes. Provides feedback from ratepayers regarding by-laws, policies and procedures to civic officials. Manages the updating of the Tax Master File. Supervises the payment of authorized expenditures for the Section.

Plans and develops accounting systems relating to tax and tax-related revenues. Responsible for maintaining system documentation, confidential security I.D. numbers for access to computer systems for Division personnel.

QUALIFICATIONS

Ability to respond to different enquiries and complaints from ratepayers. Excellent communication skills; both oral and in writing. Good knowledge of legislation, policies and procedures relating to tax and water revenue. Knowledge of taxation and assessment policies and legislation. Ability to supervise staff in the preparation of financial and statistical reports and reports regarding assessment matters. Knowledge of policy development processes, budgeting and administration practices. Excellent interpersonal skills.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School, plus post-secondary training in Business Administration; a minimum of five years experience in related function, in progressively senior positions. Consideration will be given to a combination of education and related work experience.

POSITION DESCRIPTION

MANAGER, INVESTMENTS

WORK ILLUSTRATION

Report to the Administrator, Pensions Section, this employee makes recommendations for short-term investments and implements investment decisions through direct contact with the financial markets. Supervises the Financial Analyst position and makes effective recommendations regarding the hiring, discipline and termination of this employee. Liaises with Cash Management Supervisor in order to establish investment strategies. Makes recommendations for long term investment for pension funds and implements decisions. Evaluates investment counsellors. Recommends investment policy, specific stocks, and other investment vehicles that will constitute the overall investment program for pension funds. Reviews investment information received from banks and investment dealers and government agencies to keep abreast of current happenings in financial investment fields, as well as investment literature such as investment newsletters, business newspapers and magazines. Monitors money markets and prepares recommendations on investment policy and related matters for the Deputy Treasurer to be forwarded to the Pension Committees. Recommends investment limits and changes to the approved list for money market and long-term investments. Reviews and comments on annual actuarial reports of the Civic and Fire Pension Plans. Presents recommendations for improvements or modifications to City's and Pension Funds' Investment policies on an ongoing basis. Provides economic and financial information and advice to the Treasurer as requested.

QUALIFICATIONS

Extensive knowledge and experience in portfolio management techniques as applied to equities, fixed income and tec money market. Excellent interpersonal skills with the ability to effectively communicate on a written and verbal basis. Ability to analyze and interpret complex financial and economic issues and provide recommendations to senior management. Ability to direct and coordinate the work of other staff members. Ability to meet deadlines and exercise control over workloads.

MINIMUM EDUCATIONAL REQUIREMENTS

University graduate in Economics, Commerce or Business Administration with several years experience in funds management.

POSITION DESCRIPTION

MANAGER, RISK MANAGEMENT & EMPLOYEE BENEFITS SECTION

WORK ILLUSTRATION

Reporting to the Director of Treasury, this employee manages the activities of the Risk Management and Employee Benefits Section. Supervises staff in all aspects of their duties, including the development, implemenation, administration and maintenance of the City's risk management function, property and casualty insurance programs and employee benefit programs. Assists staff in the analysis and selection of types of coverages, levels of retention and funding vehicles. Makes recommendations to City Treasurer regarding the hiring, discipline and termination of staff in this section. Assists subordinates in the preparation of tender specifications for insurances. Negotiates with insurance companies and brokers/consultants regarding insurance coverages and premiums. Formulates policy proposals relating to Section matters. Prepares reports and recommendations to City Treasurer on risk management, property and casualty insurance programs and employee benefit programs. Ensures that the City's interests are protected regarding third party liability obligations. Initiates and conducts studies and research into the development of risk management functions. Liaises with the Department of Labour Relations on employee benefits design and cost implications. Liaises with Legal Department, Management Services Department and other City Departments and Boards of Management regarding risk management, property and casualty insurance programs and employee benefit programs.

QUALIFICATIONS

An excellent knowledge of Risk Management, property and casualty insurances and employee benefits principles and practices. Knowledge of municipal affairs and legislation governing municipalities. Proven experience in the supervision of staff. Ability to direct and coordinate the work of other members of staff. Good interpersonal skills and the ability to maintain good relations with the public and other staff. Ability to communicate effectively both orally and in writing. Able to meet deadlines and exercise control over workloads.

MINIMUM EDUCATIONAL REQUIREMENTS

University degree, preferably with some specialized training in Municipal Administration or equivalent related financial or administrative fields. Preference will be given to persons holding the designation of Associate or Fellow in the Insurance

Institute of Canada or who are enrolled in and have made substantial progress in such courses.

POSITION DESCRIPTION

MANAGER, TAX BILLING

WORK ILLUSTRATION

Reporting to the Tax Collector, the Manager, Tax Billing supervises the activities of the Tax Billing Branch staff in all aspects of their duties including the billing of accounts, issuance of arrear notices, billing of Business Improvement Area charges, balancing of the Assessment Roll, examination of billing test runs and the adjustment of bills etc. Making effective recommendations regarding the hiring, discipline and termination of staff in this Branch. Assists in the preparation of By-laws to levy and collect realty and business taxes. Maintains update of Tax By-law Manual. Reviews decisions from Assessment Review Board and other Boards and directs the preparation of adjustments to tax accounts. Authorizes the preparation of new tax bills and journal entries as a result of changes made by the Boards. Prepares and/or verifies schedules for financial information return forms for Provincial government. Prepares and distributes tax billing schedules and mill rate sheets. Responds to enquiries and complaints from the public, auditor and other departments. Undertakes special projects as required such as the measures to be taken in the event of post disruptions. Coordinates co-op student programme for the section. Drafts correspondence for the signature of the Commissioner or Tax Collector.

QUALIFICATIONS

Good thorough knowledge of the Municipal and Assessment Acts. Ability to prepare effective written communications. Demonstrated administrative and supervisory skills. Thorough knowledge of the tax billing and tax adjustment procedures.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience, plus a two year related course. Several years experience directing staff.

POSITION DESCRIPTION

MANAGER, TAX ACCOUNTING

WORK ILLUSTRATION

Reporting to the Tax Collector, this employee supervises the activities of the staff in the three units of the Tax Accounting Branch in all aspects of their duties including the levy of realty and business taxes, recording of payments and adjustment to accounts, preparation of monthly statements, addition of items to tax rolls for billing, implementation of changes in policies and procedures, etc. Makes effective recommendations regarding the hiring, training, discipline and termination of staff in the Tax Accounting Branch. Investigates and prepares reports on internal control procedures with regards to tax revenues and prepares response to Audit examinations. Reviews and recommends new or modified systems and procedures relating to the levy of taxes and the recording of payments and adjustments, and directs the implementation of any necessary changes. Reviews disbursement vouchers for overpayment of taxes and authorizes refunds for tax adjustments under a specified dollar amount. Assists in preparing amendments to by-laws to levy and collect business and realty taxes and for payment of grants in lieu of taxes for universities, hospitals, telephone and telegraph companies. Verifies the calculation of levy on realty and business assessments received from the Regional Assessment Office. Assists in the preparation of the tax related portions of the City's revenue budget. Calculates portions of revenues for Metro and various school boards. Prepares interim or annual reports relating to taxes such as forecasts of budgeted revenues, analysis of taxation, closing of tax rolls, breakdown of grants in lieu of taxes, etc. for inclusions in annual estimates or financial reports. Responds to special inquiries or difficult complaints and prepares correspondence, as required. Prepares correspondence for the Commissioner's signature or Tax Collector's signature in reponse to enquiries and requests for information by tax payers, elected officials, etc.

QUALIFICAITONS

Substantial experience in Municipal tax administration and experience of the levying and accounting of business and realty taxes. Several years experience in the supervision of staff including meeting deadlines and exercising control over heavy workloads. Knowledge of computerized data input and retrieval systems. Ability to design and implement operational changes. Effective communication skills.

MINIMUM EDUCATIONAL REQUIREMENTS

Graduate of a professional accounting program.

POSITION DESCRIPTION

MANAGER, TAX ARREARS COLLECTION

WORK ILLUSTRATION

An employee in this position supervises Tax Arrears Collection staff in all aspects of their duties involving the collection of overdue business and realty taxes, water payments, building charges, etc., including the issuance of warrants, assigning of accounts for collection, preparation of reports, preparation of financial statements. Makes effective recommendations regarding the hiring, training, discipline and termination of staff in this Branch. Establishes which accounts are liable for statutory collection proceedings and authorizes the issuance of warrants, seizure of goods, attornment of rents and liaises with Bailiffs. Supervises the preparation of documents relating to the Registration of Tax Arrears Certificates and Tax Sale procedure and provides the City Treasurer with a list of lands liable for sale for arrears of taxes. Prepares legal documents, as required, and liaises with Legal Department on legal action required to collect business tax arrears. Occasionally attends Court and may give evidence. Supervises the process involving businesses placed in receivership and liaises with Trustees to negotiate settlement arrangements. Signs Bankruptcy Claims on behalf of the municipality. Answers complex enquiries from Members of Council, public, other levels of government relating to overdue taxes. Negotiates settlements and payment arrangements on large accounts. Prepares correspondence for the Commissioner's signature in response to enquiries and requests for information from taxpayers, elected and civic officials, etc. Determines requirements for temporary staff and overtime for peak periods of collections. Compiles financial reports and comparison statements of outstanding arrears of business and realty taxes for information of City Treasurer. Establishes which business tax accounts are to be written off as uncollectible by Council and supervises the preparation of the Uncollectible Report for the approval by Council. Authorizes journal entries for the transfer of payments or adjustment of penalties. Approves the refunding of excess tax sale funds. Prepares and controls yearly operating budget for the Branch.

QUALIFICATIONS

Up to date knowledge in collection methods specifically on arrears of business and realty taxes in strict accordance with the Municipal Act and other related legislation. Experience in the supervision of a large staff. Ability to negotiate payment arrangements. Familiarity with the City's accounting procedures and recording and reporting practices. Knowledge of on-line computerized retrieval and data input system. Ability to design and implement operational changes. Experience in preparing budgets. Good interpersonal skills and an ability to communicate effectively orally and in writing.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school and completion of a Business Certificate or the Clerks and Treasurers Municipal Administration or Accounting Program.

POSITION DESCRIPTION

MANAGER, TREASURY OPERATIONS

WORK ILLUSTRATION

An employee in this position supervises the Supervisor, Cashiering Operations, Supervisor Cash Management and Supervisor of Administration and Financial Research in all aspects of their function, including City banking relationships, the investment of City funds, the formulation of recommendations for capital borrowing, recording of authorization for capital works, preparation of repayment schedules for debentures, preparation of annual Treasury Division estimates, preparation of financial reports such as the Debenture Debt Report and the preparation of the Section operating budget, etc. Makes effective recommendations on the hiring, training, discipline and termination of staff in the Treasury Operation Section. Directs the banking of all revenues including recurring licenses, rentals, City services rendered, etc. Occasionally reviews the security arrangements of the vault with the Cashiers Branch. Directs the operative budget of the three branches. Monitors disbursement against allocation throughout the year. Assists in the development of the policies and procedures for each branch. Supervises staff in the original calculation of debt schemes and in the daily maintenance of funded debt records. Drafts reports to the Executive Committee as required concerning funded debt, etc. Reviews schedule of debentures with Director of Treasury and Commissioner/Deputy City Treasurer before forwarding to Metro. Assists the Director, Treasury Division by coordinating all administrative aspects of the Section's operations.

QUALIFICATIONS

Applicants should have knowledge of both short and long term investment of funds; experience in funding of capital expenditures and management of long term debt; knowledge of municipal affairs; good administrative ability and considerable experience in directing and supervising staff. Familiar with the City's banking relationships and knowledge of the City's banking procedures.

MINIMUM EDUCATIONAL REQUIREMENTS

A university degree in business subjects or a professional accounting designation; or equivalent combination of education and work experience.

POSITION DESCRIPTION

MANAGER, WATER REVENUE ACCOUNTING

WORK ILLUSTRATION

An employee in this position supervises the day-to-day activities of all staff involved in the collection of water rates. Makes effective recommendations regarding the hiring, training, discipline and termination of staff in the Water Revenue Accounting Branch. Supervises the preparation of Water Revenue Account Certificates and controls certificate revenue. Coordinates the preparation of the Annual Budget estimates for the Water Revenue Section. Prepares monthly allotment schedules and budget variance reports. Assists in the development of Water Rate structure and calculates revenue generation through sewage service surcharges. Responds to complex customer enquiries and complaints and liaises with Water Revenue Billing and Inspection Branches on all matters pretaining to water account and water service dispatch. Approves the issuance of Water and Sewage Service rate refunds and signs Account payment certificates. Certifies purchase requisitions for material and supplies and coordinates the purchase of furniture and equipment. Authorizes discount after discount date has passed and approves general journal enteries into Water Revenue Accounting system. Interprets Water Works By-law, Sewage Service By-law, Public Utilities Act, Metropolitan Toronto Act and other Provincial Legislation affecting Water Revenue operations. Prepares correspondence for the signature of Administrator, Director of Revenue, and Commissioner of Finance. Acts for Administrator, Water Revenue Chief Inspector, or Manager Water Revenue Billing during temporary absences.

QUALIFICATIONS

Advanced knowledge of on-line computerized system with "real-time" update capabilities. Knowledge of the City's Accounting system and ability to prepare periodic financial statements and accounting analysis. Good Business English and ability to prepare effective correspondence and reports. Knowledge of City's personnel and payroll procedures and policies.

MINIMUM EDUCATIONAL REQUIREMENTS

A degree in Accounting or Business Administration or an acceptable combination of Education and experience in a supervisory capacity.

POSITION DESCRIPTION

MORTGAGE ACCOUNT BILLING CLERK

WORK ILLUSTRATION

This employee under the direction of the Coordinator, Tax Billing prepares statements on current and previous years' taxes for Banks, Mortgage Companies, by entering addresses into CRT to extract Ledger numbers, taxes paid or owing. Forwards to enquiring parties. Drafts correspondence for signature of Manager, Tax Billing Branch. Re-issues new tax bills when reques[illegible]. Processes tax bill requests and cancellations of Mortgage and Trust Companies by verifying property address with tax ledger numbers. Contacts same to correct errors and to verify ownership. Submits lists of requests and cancellations to communication terminal operator for flagging or unflagging of tax account re: Trust Company code. Checks returned list for accuracy using CRT. Prepares adjusting journal entries to correct accounts. Determines use of "modify stamp" to eliminate penalties on overdue instalments. Forwards to Transaction Processor for processing. Sorts bills numerically. Culls flagged bills no longer required by Trust Companies. Extends due date when necessary and mails to property owner. Verifies and re-calculates penalties using CRT terminal for dates of payments and microfilm for payments made by cheque. Notifies enquirers of penalty charges, dates and amounts of payments. Prepares journal entries for incorrect postings and penalties. Prepares new bills when necessary and mails to property owners. Completes Tax Master Comment Sheet for entering information into terminal. Compiles lists requesting overnight printouts, duplicate tax bills, etc. Verifies ledger numbers on "Bill Request Lists" from Mortgage companies to ensure that interim and final bills are sent to Mortgage Companies. Coordinates delivery or pick-up of large numbers of bills with local Trust Companies.

QUALIFICATIONS

Good interpersonal skills supplemented by five years of office experience. Comprehensive knowledge of tax billing and recording systems.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent.

POSITION DESCRIPTION

PENSION ACCOUNTANT

WORK ILLUSTRATION

An employee in this position directs Branch clerical staff in accounting duties and assigns work as necessary, under the supervision of the Manager, Pension Benefits and Administration Branch. Advises Branch clerical staff in matters concerning preparation of PCA's for new pensioners and maintains daily cash book by posting revenues and disbursements. Balances cash book monthly. Prepares revenue reports and disbursement vouchers. Posts cash book information by account type to pension ledgers monthly. Makes correcting or adjusting journal entries to ledgers as necessary. Reconciles bank statement balance with ledger balance for the Direct Deposit account. Processes new pensions and prepares pension payroll adjustments for updating payroll as necessary. Balances payroll totals to ledger totals. Follows up on lost pension cheques and contacts bank regarding discrepancies in bank statements. Checks bank statement reconciliations prepared by clerk. Contacts banks to trace or recall direct deposit items. Prepares income taxes payable summary and prepares other benefit deductions monthly. Checks PCA's, Cheque Register re changes for pension payroll cheques. Maintains control of issued and unissued pension cheques. Prepares vouchers and cheques to replace rejected Direct Deposit Transactions. Forecasts daily pension funds available for short term investments, notifies Finance Investment Branch. Receives contribution dividends, etc. Cheques for deposit, prepares receipt for fund. Maintains list of outstanding short term investments for forecasting purposes. Prepares monthly forecasts for Pension Committee by projecting revenues and disbursements. Prepares voucher and cheque for payment of premiums to reimburse CUMBA upon receipt of their claim statements. Reconciles OHIP monthly billing with premiums collected during the month. Maintains retirement allowance benefit list and prepares disbursement voucher for monthly payments. Prepares summary of income tax paid for preparation of T4A slips. Prepares annual financial statements. Prepares and posts journal entries for year end closing of accounts. Maintains Attendance record for Pension Section. Answers telephone inquiries concerning pension payments. Drafts correspondence for Supervisor's signature, to pensioners and/or banks when required. Assists Pension Section Supervisor in preparing Section's budget. Prepares quarterly Statistics Canada statistical returns stating Pensions assets, liabilities and total investments.

QUALIFICATIONS

Thorough knowledge of accounting principles and practices. Thorough knowledge of City's accounting policies and procedures. Good knowledge of computer systems. Demonstrated administrative and communication skills.

MINIMUM EDUCATION REQUIREMENTS

Secondary school education and completion of a minimum of a fourth year of accounting course. Four years practical accounting experience.

POSITION DESCRIPTION

MANAGER, PENSION BENEFITS & ADMINISTRATION

WORK ILLUSTRATION

Reporting to the Administrator, Pensions, this employee supervises Pension Section staff in all aspects of their duties including the establishment and maintenance of records, determination of pensions payable, enrolment and terminations in the plans; signing of payment vouchers, distribution of T4A forms, preparation of financial statements, forecasting of funds available for short and long term investments. Makes effective recommendations regarding the hiring, training, discipline and termination of employees in this Branch. Prepares financial statements for each plan including balance sheets, pension statements, transfers, revenue and expenditures, etc. Prepares annual reports for the Pension Committees of the Fire and Civic Pension Plans and periodic reports for government agencies such as Statistics Canada, Revenue Canada and the Ontario Pension Commission. Liaises with actuaries on annual actuarial valuations and special reports to provide required data and information. Attends all meetings of the Civic and Fire Pension Committees. Prepares reports on Pensions for the Commissioner, for submission to Council, Executive Committee, the Civic and Fire Pension Committees. Prepares sections of At Large Budget where it affects City payments to the pension plans. Prepares Pension Section operating budget. Prepares draft By-laws as required for changes in pension plans. Reviews and comments on proposed changes in pension plans. Responds to enquiries and requests for information on pension benefits from pensioners, employees, etc. Prepares summary of Civic and Fire Pension Plans in booklet form and amends as required. Lectures in Management Services "Preparation for Retirement" course. Meets, as required, with Administrator, Pensions, Director of Treasury Division, Deputy City Treasurer, Commissioner of Finance on pension matters.

QUALIFICATIONS

Detailed knowledge of legislation re pension matters including the Pension Benefits Act. Detailed knowledge of City By-laws relating to Civic, Fire and OMERS Plans. Thorough knowledge of Pension Committee procedures. Ability to prepare effective written communications. Demonstrated administrative and supervisory skills.

MINIMUM EDUCATION REQUIREMENTS

At least two years of post-secondary education in business subjects including Actuarial Science. Five or more years experience in matters related to pension benefits and administration. Consideration will be given to equivalent combination of education and work experience.

POSITION DESCRIPTION

PERSONNEL & PAYROLL CLERK

WORK ILLUSTRATION

Maintains Departmental personnel records and files for permanent and temporary staff. Completes and types PCA's for employee changes in status or information. Prepares and processes personnel documents including Requisitions, Recommendations, Pension, Group Life Insurance, etc. Forwards to Payroll or Personnel Services as required. Assists new employees in completing tax, medical and insurance forms. Updates and maintains staff records alphabetically. Maintains establishment records and updates with staff changes by position and Division. Prepares daily Attendance Exception Reports for permanent employees and bi-weekly Attendance Reports for temporary employees of the Administration Division. Types attendance reporting summaries bi-weekly and forwards to payroll. Summarizes and distributes to Senior Management daily Finance Department absentee reports. Reconciles and maintains Department absentee records and vacation schedules with Payroll Deduction Register. Prepares requests for vacation cheque advances. Answers outside credit and Departmental enquiries regarding personnel regulations, collective agreements, etc. Advises Finance Department staff with regard to routine personnel and payroll matters. Prepares and types updated list of remaining vacation entitlement of staff for Supervisor. Prepares and types monthly statements on absenteeism for Directors. Maintains a follow-up system for increments, changes in vacation entitlement, fringe benefit status, etc., by date. Operates computer terminal to retrieve personnel information. Reconciles and prepares vouchers for telephone charges monthly. Receives monies and issues receipts related to the United Appeal for the Department, Salvation Army and Cancer Society for all Civic Departments. Balances cash with receipts and notifies agencies for collection of funds. Answers telephone, takes messages and directs calls as necessary. Copies and circulates information to staff such as Promotion Bulletins, training and development seminars and conferences. Maintains and updates employee records, and liaises with Personnel Services, under the supervision of the Supervisor, Administrative Services, regarding policies and procedures updates, etc. Compiles, performs calculations and types statements of wages, salaries, gapping, etc., for the annual budget.

QUALIFICATIONS

Good knowledge of the City's personnel and payroll processes and procedures. Familiarity with computer systems and ability to operate video display terminal (CRT) and calculators. Good knowledge of financial processes required in the calculation of

payroll and benefits changes, etc. Ability to communicate well, orally and in writing. Ability to relate well to staff at all levels, the public and other civic Departments. Good interpersonal skills. Ability to type and maintain files in an organized manner. Capable of meeting deadlines under periodic pressure.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school plus experience with the City's personnel and payroll systems for at least two years. Combination of equivalent education and work experience will be considered.

POSITION DESCRIPTION

RESEARCH & PLANNING ANALYST

WORK ILLUSTRATION

Reporting to the Manager, Research and Planning, this employee reviews new legislation and policy initiatives for changes which may have a financial impact. Prepares reports, as assigned by the Manager, Research and Planning, on issues related to financial matters significant to the Finance Department and/or City Council and Committees, Aldermen, etc. Prepares financial reports and documentation using computer system applications. Monitors, on an ongoing basis, the effects of new policies. Develops and recommends criteria for evaluation of new policies as assigned by Manager. At the direction of the Manager, Research and Planning, is the designated departmental representative on City committees and task forces set up to examine financial issues, or within which financial issues are significant. At the direction of the Commissioner, Deputy Commissioner and/or Manager, Research and Planning, is the departmental liaison with Aldermen's Assistants, providing assistance in the resolution of Finance Department-related problems associated with the respective wards. Manages a central library of financial articles. Provides research and planning assistance to all Divisions in the Finance Department, as requested and assigned by the Manager. Undertakes to coordinate research projects involving staff of other Divisions, as assigned.

QUALIFICATIONS

Ability and experience in research studies and in the area of financial planning. Excellent writing skills, and superior ability to communicate orally. Good interpersonal skills, and the ability to work with staff at all levels. Knowledge of computer applications as affecting financial studies. Able to coordinate task forces and/or work groups. Understanding of City Finance Department's procedures and functions an asset. Experience in municipal affairs, and specifically financial issues, a definite asset.

MINIMUM EDUCATIONAL REQUIREMENTS

A degree in the areas of Accounting, Finance, Business Administration, or the equivalent, plus at least two years' experience in the areas of financial research and financial planning; consideration will be given to equivalent combinations of education and experience.

POSITION DESCRIPTION

REVENUE ACCOUNTING CLERK

WORK ILLUSTRATION

Reporting to the Manager, Water Revenue Accounting, this employee receives correspondence requesting certificates for water accounts. Ensures fee is enclosed with request and sorts requests by category i.e. condominium, meter, flat rate, etc.. Prepares batch form as to amount of revenue, obtains signature from Accounting Analyst and forwards letters and cheques to Cashiers Branch for processing. Identifies property to be certified and prepares routing slips by retrieving property address and account number from Water file using CRT. Stamps date, cheque stamp, and tracer number on routing slips. Ensures cheques are properly completed i.e. proper amount, signature, date, etc. Sorts by property address. Posts data into Daily Journal e.g. date of letter, property address, account number, lawyers firm, completion date, batch number, etc. Prepares revenue statements, posts to Revenue Ledger or Personal Computer and forwards to Accounting Analyst. Reconciles Revenue Ledger to detailed cost analysis every month and forwards to Accounting Analyst. Receives Accounts Certificates from Accounts Receivable Clerks and forwards to Administration Control Clerk for mailing. Answers related telphone and counter enquiries. Prepares statistical reports of revenue. Prepares refund vouchers for overpayment of fees and forwards for signature. Attends counter and answers inquiries regarding statements of water accounts. Prepares copies of bills and mailing address changes as necessary using information obtained from CRT terminals. Distributes daily lawyers requests for certificates to appropriate areas in Water Revenue Section for processing. Receives Statements.

QUALIFICATIONS

Several years of clerical experience including knowledge of accounting principles and practice in a Municipal environment. Ability to communicate well orally and in writing. Ability and good judgement in public and personnel relations. Knowledge and/or experience with on-line real time computer systems. Experience with data entry and up-dating on a video display terminal (CRT). Ability to organize work and set priorities.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School or approved equivalent supplemented by accounting training to at least the 2nd level of a recognized accounting course or an acceptable combination of education and experience.

POSITION DESCRIPTION

SECRETARY TO DEPUTY COMMISSIONER

WORK ILLUSTRATION

An employee in this position takes dictation and transcribes shorthand notes for Deputy Commissioner of Finance. Types reports, correspondence and general and confidential memoranda for Deputy Commissioner's signature. Prepares agendas and notices of any management meetings, and makes arrangements for meetings as requested by the Deputy Commissioner. Answers routine inquiries and telephone calls to the Deputy Commissioner, taking detailed messages and referring calls to other staff as appropriate. Researches information upon Deputy Commissioner's request. Reviews all daily incoming mail to the Deputy Commissioner's office, and assigns this as instructed by the Deputy Commissioner. Maintains agendas of all appropriate Council and Standing Committees for the Deputy Commissioner's attention, and maintains schedule of meetings. Maintains Deputy Commissioner's files, briefs, agenda materials, mailing and telephone index. Arranges meetings, appointments, etc., as requested. Takes minutes of meetings as requested by the Deputy Commissioner and prepares written reports of minutes of meetings as requested. Types reports, etc., for Director of Administration and/or Divisional Directors as requested, with the approval of the Deputy Commissioner and/or Director of Administration. Acts for Commissioner's secretary during vacation periods, etc.

QUALIFICATIONS

Knowledge of administrative procedures and secretarial functions. Knowledge of City computer systems applications, including ATMS. Extensive experience at a senior secretarial level. Excellent communication skills, orally and in writing. Ability to maintain good working relationships with staff at all levels of the Finance Department, and within the civic service. Familiarity with the City of Toronto Finance Department an asset. Some knowledge of the municipal environment and work processes would be helpful.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school plus post-secondary secretarial training and several years' experience as a secretary at a senior level of responsibility. Consideration will be given to an equivalent combination of education and experience.

POSITION DESCRIPTION

SECRETARY TO DIRECTOR OF TAXATION & WATER REVENUE

WORK ILLUSTRATION

This employee compiles and types from dictaphone, verbal or hand written material, correspondence, financial statements and summaries, and Executive Committee reports and checks and verifies figures in financial statements. Drafts correspondence as required for Director's signature (requests for information and material and letters accompanying same being sent out) and occasionally signs correspondence for Director, approved in draft. Opens and reviews Director's mail, takes appropriate action or directs to appropriate personnel informing Director of action taken. Prepares agendas for staff meetings and sends out notifications. Attends meetings, takes notes. Arranges meetings and appointments for Director. Maintains appointment schedule. Answers and screens telephone calls and routes calls to Assistant Directors and Senior staff as appropriate. Distributes Director's communications and maintains a follow-up system on action taken. Maintains, updates, and files Directors Financial Statements, procedure manuals, correspondence, personnel records, education course file, job evaluation file and other material alphabetically and numerically. Reviews Executive Committee reports to update files. Enters Executive Committee and Council reports, policies, etc. into the ATMS system daily. Maintains a library of Financial periodicals, Executive Committee Reports and City By-laws. Advises Head Office of employee accidents. Prepares Workers' Compensation forms.

QUALIFICATIONS

Several years of progressively responsible clericl or secretarial experience with good typing skills (50 w.p.m. minimum), dictatyping and strong ATMS skills. Good command of English grammar and spelling. Ability to prepare routine correspondence and some knowledge of filing. Interest and understanding of the accounting function in the City of Toronto. Ability to work on own initiative and to set priorities. Must be able to maintain confidentiality and co-operative working relationships with other employees at all levels. Some supervisory experience would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Grade 12 commercial credits supplemented by secretarial training or approved equivalent education and/or experience.

POSITION DESCRIPTION

SECRETARY TO DIRECTOR, TREASURY

WORK ILLUSTRATION

An employee in this position compiles and types from dictaphone, verbal or hand written material, correspondence, financial statements and summaries, and Executive Committee reports, and checks and verifies figures in financial statements. Drafts correspondence as required for Director's signature (requests for information and material and letters accompanying same being sent out and occasionally signs correspondence for Director, approved in draft. Opens and reviews Director's mail, takes appropriate action or directs to appropriate personnel, informing Director of action taken. Prepares agendas for staff meetings and sends out notifications. Attends meetings, takes notes. Arranges meetings and appointments for Director and maintains appointment schedule. Answers and screens telephone calls and routes calls to Assistant Directors and Senior staff as appropriate. Distributes Director's communications and maintains a follow-up system on action taken. Maintains, updates, and files Directors Financial Statements, procedure manuals, correspondence, personnel records,educational course file, job evaluation file and other material alphabetically and numerically. Reviews Executive Committee reports to update files. Enters Executive Committee and Council reports, policies, etc. into the ATMS system daily and Maintains a library of Financial periodicals, Executive Committee Reports and City By-laws. Advises Head Office of employee accidents. Prepares Workers' Compensation forms.

QUALIFICATIONS

Several years of progressively responsible clerical or secretarial experience with good typing skills (50 w.p.m. minimum), dictatyping and strong ATMS skills. Good command of English grammar and spelling. Ability to prepare routine correspondence and some knowledge of filing. Interest and understanding of the accounting function in the City of Toronto. Ability to work on own initiative and to set priorities. Must be able to maintain confidentiality and co-operative working relationships with other employees at all levels. Some supervisory experience would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Grade 12 commercial credits supplemented by secretarial training or approved equivalent education and/or experience.

POSITION DESCRIPTION

SENIOR INSPECTOR

WORK ILLUSTRATION

An employee in this positionassigns daily workload route for each inspector under his/her direction. Prepares updates to Inspection Reference Manual. Directs the work of Water Revenue Inspectors engaged in interpretation and application of By-laws and reading water meters. Checks Inspectors' reports for errors or omissions. Classifies and approves same. Determines flat rate or meter billing classification. Completes report and forwards for processing. Trains Water Revenue Inspectors in inspection procedures, By-law interpretations and application and the use and coding of the hand-held terminal. Investigates demolition sites for water usage. Determines from plumbing and building advisories and new water service reports, whether account should be metered and issues requests for meter installations. Investigates and types any water usage not covered in By-law. Estimates volume by measuring water pressures, lengths of sevice pipe and hours of usage. Estimates consumption of non-metered usage of water. Checks Hydrant Permits, investigates and decides on the amount to be charged. Reports on all of the above activities used as the basis for billing. Performs difficult house-to-house inspections and approves rating. Investigates complex flat rate bill complaints to ensure charges are accurate. Verifies unusual meter readings by checking meters, by-pass valves and pipes, entering meter chambers. Takes immediate action regarding water works violations. Determines immediate action regarding water works violations. Determines reason for abnormal consumption by checking all types of water cooled equipment, faulty plumbing, or added or deleted equipment. Advises owners of necessary repairs. Completes verification report and submits to meter department for processing. Conducts investigations regarding problem meter installations. Determines whether service should be discontinued. Performs services tests. Liaises with property owners regarding access, shut-off, water conservation etc.. Checks all fixtures in buildings and determines source of fixture supply. Gives verbal or written report to owner. Compiles and processes information and prepares draft reports as assigned.

QUALIFICATIONS

Good knowledge of all types of valves and water consuming fixtures, machinery and equipment. Thorough knowledge of City streets. Must be capable of providing clear direction and staff training. Familiarity with Water Works By-law. Excellent interpersonal skills.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent, supplemented by technical courses or an acceptable combination of Education and experience.

POSITION DESCRIPTION

SENIOR ANALYST, TAXATION & ASSESSMENT

WORK ILLUSTRATION

An employee in this position, reporting to the Manager, Administration and Information Services, analyzes assessment rolls as returned. Prepares monthly reports on City's assessment base for current year for use by Budget Review. Prepares quarterly reports on forecasted assessment base for future planning (i.e. 1, 3 and 5 year projections). Prepares reports on taxation revenues and economic trends affecting same for City Treasurer's information. Liaises with Senior personnel of the Finance, Regional Assessment Office, the City's Planning and Development, Buildings and Inspections, City Clerks, and Management Services Departments to review information affecting City's assessment base. Compiles data, summarizes and analyzes information for Special Projects requested by Assistant Director, Taxation and Water Revenue. Investigates requests for tax exemptions from non-profit organizations and prepares Executive Committee Reports, including calculations for expected tax loss, for Commissioner of Finance's signature. Calculates and maintains on-going assessment base totals for current year, for information purposes. Develops manuals and procedures on assessment base monitoring and balancing. Conducts on-site inspections of properties and interviews applicants regarding tax exemption applications. Coordinates and conducts on-site inspections of properties to verify information on assessment roll, utilizing temporary staff as required. Receives and analyzes information on school support changes, applications under Section 496 and Court decisions affecting assessment as well as supplementary assessment tapes. Reviews appeals for assessment reductions. May be required to attend Assessment Review and Ontario Municipal Board hearings. Analyze impact of pending group or large appeals and prepare report for Commissioner of Finance, as required. Liaise with Division's Accounting Systems Officer and representatives from Computer Services Division on development of computerized assessment systems and links with OASIS and MARS systems of the Province.

QUALIFICATIONS

Excellent analyzing, and report writing skills. Tax knowledge would be an asset. Good interpersonal skills, both orally and in writing. Able to calculate assessment projections and familiar with assessment procedures. Ability to direct staff and coordinate on-site inspections.

MINIMUM EDUATIONAL REQUIREMENTS

Grade 12 plus a two year specialized course in a related field. Successful completion of the Institute of Municipal Assessors Course and a minimum of two years experience as an assessor or its equivalent.

POSITION DESCRIPTION

SENIOR BANK RECONCILIATION CLERK

WORK ILLUSTRATION

An employee in this position, reporting to the Supervisor, Cash Management, directs the activities of, and provides guidance to the Bank Reconciliation Clerk, ensuring that the analysis of the accounts and Bank/Trust reconciliations are accurate and timely. Monitors the Bank of Canada discount and reserve rates. Monitors the rates banks are offering in order to make recommendations to the Cash Management Analysis for investment purposes. Calculates the daily average balances for the Bank/Trust accounts-payroll, chequing and non-chequing. Prepares complete analysis of the bank accounts taking into consideration the Bank of Canada Reserves, the interest bearing balances and the float in order to determine the interest to be earned on the accounts, and taking into consideration the volume of cheques processed and the per unit charge in order to determine th bank charges. Confers with bank officials to resolve discrepancies. Initiates any accounting journal entries required to adjust bank accounts in the City's general ledger and prepares disbursement vouchers upon verification of the legitimacy of the charges to transfer funds to the bank accounts to cover the charges. Receives computer tapes and checks them against the reconciliation report to ensure that all tapes are produced and in order. Maintains security to ensure that no unauthorized employee tampers with the tape. Prepares necessary forms and reconciliation for the computer tapes and arranges for safe deliver to the banks concerned. Ensures that the tapes are returned in good order from the banks and arranges for their delivery to the Computer Services Division. Prepares reconciliation of bank statements for the payroll, non-checking and Trust accounts and balances to general ledger using information extracted from CRT. Resolves any discrepancies with bank officials and City's Departments' staff. Prepares journal entries to correct errors in bank statements. Ensures that all cheques issued are funded so that the accounts are not overdrawn. Prepares quarterly staledated pay cheques. Prepares information card and files numerically in place of missing cheque. Prepares cheques to credit City for amounts. Forwards detailed information to Accounting Division to request transfer of items to unclaimed wages in the City accounts. Follows up on lost or missing pay cheque enquiries. Forwards requests for stop payment to banks. Follows proper procedures and re-issues lost pay cheque. Answers telephone enquiries regarding cashed pay cheques. Operates CRT to extract information regarding status of employees. (re: non-cashed cheques and the balances of the bank accounts for investment purposes). Prepares correspondence, memos, bank reconciliation statements, statistical and financial reports, monthly bank balance of accounts, payroll advance and payroll

adjustment cheques. Assumes overall responsibility for timely and accurate preparation of all bank, trust accounts reconciliation.

Responsible for reporting the Branch employees for payroll purposes. Prepares Financial reports as requested by the Supervisor, Cash Management. Assists with the preparation of the Branch budget request to be forwarded to the Director of Treasury for incorporation into the Department's annual budget. Assists with the preparation of monthly activity report of the Branch for the Manager of Treasury Operations. Directs activities of clerical staff in reconciling bank statements and cashed paycheques, preparing current account cheques etc.

QUALIFICATIONS

Several years general clericl experience in an accounting environment and good knowledge of accounting principles and procedures. Ability to work accurately with figures and using a computerized data entry/word processing system. Capable of preparing routine correspondence, statements, records and familiar with payroll procedures. Well developed oral and written communication skills. Good interpersonal skills and ability to work with public and other staff members. Specific knowledge of City accounting procedures would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education supported by job related training and experience.

POSITION DESCRIPTION

SENIOR TAX REFUND CLERK

WORK ILLUSTRATION

Under the direction of the Coordinator, Tax Refundsthis employee assists the Coordinator in all operations of the Tax Refunds Unit. Acts for the Coodinator during his/her absence. Under the direction of the Coordinator, calculates the interest payable on tax credits as a result of Assessment reductions. Enters calculations to CRT Terminal to obtain prints used for file back-up. Prepares Interest ledger and CRT data sets recording all interest amounts paid by the City and balances the General Ledger monthly. Calculates school support values for purposes of charging back the applicable amount of interest paid by the City of Toronto on their behalf. Prepares statistical reports as required. Prepares Trust Fund Ledger and CRT data sets for the Trust Account and balances to General Ledger monthly. Prepares statistical reports as required. Prepares reports and journal entries. Prepares T5 forms regarding return of Investment Income pursuant to the Income Tax Act. Trains new staff in processing, calculating and typing procedures. Verifies accuracy of all credit balances prior to processing. Performs detailed penalty calculations. Checks tax refund disbursement vouchers and journal entries for errors. Coordinates refunds of special groups and priority accounts. Receives all correspondence and ensures prompt replies to all enquiries.

QUALIFICATIONS

Good interpersonal skills supplemented by five years of office experience. Comprehensive knowledge of tax billing and recording systems.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent.

POSITION DESCRIPTION

SUPERVISOR, CASHIERING OPERATIONS

WORK ILLUSTRATION

An employee in this position supervises Cashiering Operations personnel in all aspects of their duties including the receipt, recording, securing and deposit of revenues for Taxes, Water, Parking Permits, Parking Meters, Street Allowance Rentals and all Sundry Revenues. Makes effective recommendations regarding the hiring, discipline and termination of staff in this section. Responsible for the security of the Vault and Grill Door, one of two combinations, and all contents, i.e., cashier's boxes, cash floats, parking meter keys etc. Opens and closes vault daily and sets time lock. Responds to security alert after normal working hours. Maintains general security and restricted access to Branch and cashier's wickets. Responsible for storing Parking Meter Keys and distribution of Public Works personnel. Maintains inventory records and accounts for supply of parking meter keys, and arranges for replacement of damaged keys. Maintains internal audit checks in respect to cash floats, accounting and banking ledgers, and liaises with Audit Department as required. Responsible and accountable for total dollar amount of all cash floats assigned to Branch. Assigns and distributes floats to pertinent staff, and issues refunds in respect to Water Revenue Accounts. Responsible for the daily forecasting of the minimum amount of total revenue banked that day for investment purposes, schedules resources to meet cash flow requirements, and advises Cash Management and Investment Branch accordingly. Prepares Budget Estimates for Branch in respect to salaries, fringe benefits, overtime, equipment, and calculations for acquiring distribution credits. Liaises with Computer Services Division and other Departments as required to develop new applications in respect to Decentralized Processing, and regarding security and banking arrangements. Liaises with banks, other departments and the public in respect to errors in Bank Deposits and posting of accounts and prepares Journal Entries and Disbursement Vouchers to correct errors as required. Drafts Promotion Bulletins, prepares, conducts and chairs departmental interviews and oral boards as required, and makes recommendations in respect to the hiring and promotion or personnel. Conducts Performance Appraisal interviews and prepares appropriate documentation. Drafts correspondence on Cashiering Operations matters for Commissioner of Finance, Director of Treasury or Manager, Treasury Operations. Writes reports on matters pertaining to the Branch and banking operations, analysis of statistical information regarding volume and workload reflecting impact on cash flow, and makes recommendations in respect to new policies or procedures.

QUALIFICATIONS

Minimum of three years of progressively responsible supervisory experience in accounting or banking environment. Thorough knowledge of banking operations, including the ability to forecast daily cash flow. Good organizational skills to set priorities, organize workload and assign resources to meet deadlines. Demonstrated good written and oral communication skills. Sound knowledge of and familiar with the state-of-the-art cash registers and OCR equipment used in the processing and banking of revenue. Ability to establish effective relations with staff and to deal persuasively with the public.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school supplemented by a two-year specialized related course, or approved equivalent combination of Education and/or experience.

POSITION DESCRIPTION

SUPERVISOR, INFORMATION SERVICES

WORK ILLUSTRATION

Reporting to the Manager, Administration and Information Services Section, this employee responds to enquiries and complaints on tax-related, assessment and Water Revenue complaints from City departments, elected representatives and the Public. Interprets By-Laws covering tax, tax-related and water revenue amounts. Responsible for administering policies and procedures of the Finance Department to the public. Recommends changes as required. Reviews tax accounts and initiates corrections, if required. Receives authorizations for owner and mailing address changes and supervises updating of Tax Master File regarding same. Prepares written responses to the public and other departments as required. Attends meetings as required to discuss departmental policies and procedures as well as Municipal and Provincial legislation affecting the operations of the Division. Prepares and analyses statistical reports on number and types of telephone enquiries, response times, feedback on City policies from public and complaints. Required to staff telephones and counter with sufficient resources to provide high level of service to the public. Authorizes purchase of microfiche copies of assessment rolls and street indexes for sale to the public. Provides microfiche copies of the assessment roll for individual properties for an administrative fee to the public. Prepares Operating Budget estimates for the Branch. Liaises with Tax Collector, Water Revenue Section of the Division and the Cashier's Branch of the Treasury Division regarding scheduling and problems. Prepares and arranges for printing of Tax Information Brochures sent out with Tax Bills. Conducts performance appraisal interviews with staff. Makes effective recommendations regarding the hiring, training, discipline and termination of staff in the Information Services Branch. Responsible for ensuring that Information Staff releases information to the public in accordance with City policy.

QUALIFICATIONS

Ability to analyze and respond to difficult enquiries and complaints from ratepayers. Excellent communication skills, both oral and in writing. Good knowledge of legislation, policies and procedures relating to tax and water revenue. Ability to prepare financial statements, statistical reports, correspondence and operating budgets. Good negotiating skills and telephone manner. Must have demonstrated leadership skills.

MINIMUM EDUCATIONAL REQUIREMENTS

Grade 12, plus a Certificate in Business Administration or Public Administration, a minimum of three years supervisory experience and a minimum of three years tax experience is required.

POSITION DESCRIPTION

SUPERVISOR, CASH MANAGEMENT

WORK ILLUSTRATION

An employee in this position supervises Cash Management Branch staff on all aspects of their duties including preparation of financial reports and statements, preparation of branch's budget, maintenance of records, deposit of mature investments on due dates, preparation of daily, weekly, 90-day and yearly financial forecasts, preparation of bank reconciliations for City banks and trust companies' accounts. Make effective recommendations regarding hiring, discipline and termination of Cash Management Branch staff. Confers daily with City Treasurer, Deputy City Treasurer, and Directors of Treasury/Accounting to determine financial requirements to meet expenditures and provide information for short term investments. Authorizes transfers of funds up to $25,000.00 to facilitate investments or to ensure sufficient monies are available to meet payments. Signs cheques as Signing Officer for the City up to $25,000.00 for accounts payable and payroll. Liaises with chartered banks to discuss services and service charges, rates of interest on bank balances and evaluates new systems and services such as lock box systems, electronic funds transfer, money monitor, etc. Review list of stale-dated cheques and various financial reports such as Daily Bank Statement, trial balances, etc., to ascertain use of funds. Monitors regular expenditure reports. Prepares requisitions for materials, supplies and services. Prepares monthly activity reports to management. Orders payroll and City cheques and establishes security measures to check stock and safeguard their transmittal to Data Processing Centre. Reviews Ontario Home Renewal Program, Parking Meter, Permit Parking, Reserve Statements, etc., to determine status of accounts for re-investment or recovery of funds and maintains records of all investments. Occasionally assists the police in investigation of fraud perpetrated through misuse of City funds or forgery of City cheques. Provides safekeeping for investment certificates and payroll signing plates. Drafts reports to Executive Committee and related correspondence concerning banking and financial matters. Conducts meetings with staff to plan, implement and evaluate the branch's work.

QUALIFICATIONS

Several years experience in supervising and directing staff and coordinating work assignments. Experienced in financial analysis and reporting. Ability to ensure that data from other departments and agencies is accurate and complete. Ability to compile money management reports within strict time constraints. Ability to communicate effectively in speech and in written assignments.

Ability to analyze complex banking data and to recommend changes in compensation arrangements. Experience with micro-computer equipment and systems would be an asset. Extensive knowledge in bank account reconciliation systems.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary School or approved equivalent and/or experience, plus substantial completion of a recognized accounting program or graduate of a business degree course.

POSITION DESCRIPTION

SUPERVISOR, ADMINISTRATION & FINANCIAL RESEARCH

WORK ILLUSTRATION

An employee in this position assists in the development and implementation of administrative policies and procedures for the Treasury Division, and analyses, develops and implements financial systems, policies and procedures for the Division. Prepares the Treasury Division budget estimates and submits these to Director of Treasury for review with Commissioner. Prepares and presents reports summarizing and expressing opinions of market conditions based on material reviewed and information given. Determines current or potential financial feasibility by conducting special financial cost/benefit studies and presents for management approval new or modified financial policies and practices. Reviews general financial and economic information received from bankers and governments, etc. Files material chronologically and conducts annual review of information on file. Prepares monthly variance reports on the operation budget for the section and monitors expenditures. Prepares consolidated Treasury, departmental, Finance related At Large and Revenue budget estimates and submits to Director of Administration for review with Commissioner. Prepares departmental Allotment Schedules and Budget Adjustments. Liaises with Management Services Department on budget and personnel matters. Prepares journal entries as requested. Checks invoices for accuracy, determines authorization for payment, availability of funds and approves disbursement vouchers. Supervises staff in the original calculation of Debt Schemes and in the daily maintenance of funded debt records and in the preparation of reports pertaining to funded debt, such as Debenture Debt Report and Addendum, Undebentured Capital Projects Report, Funded Debt annual reports, Capital Expenditure Sheets re debenture issues, year-end reconciations, etc. Makes effective recommendations regarding the hiring, discipline and termination of staff in this Branch. Drafts reports to the Executive Committee as required.

QUALIFICATIONS

Knowledge of City accounting practices and familiarity with computer system designs. Good communication skills and ability to write well reports to management, etc. Extensive work experience in administrative and computer environment as well as familiarity with the City's budget process.

MINIMUM EDUCATIONAL REQUIREMENTS

University degree in business administration, commerce, economics, or accounting. Computer science courses would be an asset. Consideration will be given to a combination of education and experience.

POSITION DESCRIPTION

TAX COLLECTOR

WORK ILLUSTRATION

Manages the activities of the Tax Billing, Tax Accounting and Tax Arrears Collection Branches of the Tax Collection Section. Advises City Treasurer on matters concerning Tax Collection. Supervises and coordinates the Managers responsible for the billing of realty and business taxes issued by the City and the collection of all sundry revenues including permit fees, grants in lieu, sewer imposts, etc. Makes effective recommendations regarding the hiring, training, discipline and termination of staff in the Tax Collection Section. Performs the statutory duties of Tax Collector under the provisions of Provincial Statutes and City By-laws by directing the collection of current and arrears of taxes and the holding of tax sales. Certifies current taxes outstanding under statutory law and signs bailiff warrants. Liaises with Legal Department as necessary to effect changes in City by-laws. Directs the preparation of annual and interim reports on the status of tax collection, sundry revenues and tax arrears. Directs the preparation of financial and management statements for submission to the Provincial authorities and civic officials. Directs the preparation of the Tax Collection Section operating budget and revenue estimates. Assists Director of Treasury in preparation of final City revenue estimates. Works with Director, Taxation and Water Revenue, to calculate mill rates for the City and other levying boards. Reviews applications for tax exemption from charitable organizations and prepares reports to City Executive Committee. Provides security and control access to computerized tax systems, and related Databases and files. Responds to enquiries and complaints concerning taxes on behalf of Commissioner, from Council members, other Departments, other levels of government and the public. Prepares correspondence and/or reports, as required. Attends meetings with the public, other municipalities, provincial ministries, elected representatives, etc. to discuss tax, and other revenue matters. Recommends policies and procedures for each Branch, and directs the implementation of approved changes, such as, required administrative procedures resulting from changing Provincial and Municipal regulations or programs.

QUALIFICATIONS

Experience in Municipal Tax Administration, in planning and organizing work programs, in developing systems and implementing changes in policies and procedures. Knowledge of computerized billing and collection systems, on-line data entry and retrieval systems and municipal accounting systems. Ability to interpret provincial statutes and City by-laws. Ability to research and

compile meaningful reports, and effective communication skills both verbal and written. Must have personal initiative, and be able to exercise tact and decisiveness in relations with the public and personnel.

MINIMUM EDUCATIONAL REQUIREMENTS

Completion of a Certificate in Business Administration, or completion of a course of studies for a professional accounting qualification.

POSITION DESCRIPTION

ADMINISTRATION & BUDGET OFFICER

WORK ILLUSTRATION

Under the direction of the Manager, Administration & Information Services an employee in this position prepares the budget estimates for the Administration and Information Services Section. Prepares monthly variance reports on the operating budget for the Section. Coordinates the preparation of the monthly variance reports for the Division. Coordinates the indoctrination, performance appraisal and career development planning systems for staff of the Division and receives the Operating Budget Estimates from each Section of the Division and consolidates the information for use by the Department.

QUALIFICATIONS

Considerable accounting knowledge and experience. Ability to organize financial data, analyze complex accounts, and develop detailed financial reports and reconciliation statements. Good interpersonal skills and ability to communicate clearly, both orally and in writing. Familiarity with computerized tax accounting systems and procedures would be an asset. Experience in training or directing staff would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Accounting knowledge and/or experience to the completion of the third level in a C.A., C.G.A., or R.I.A. course.

POSITION DESCRIPTION

RECEPTIONIST - FORMS CONTROL CLERK

WORK ILLUSTRATION

An employee in this position types letters, statistical reports, memos, requisitions, tax certificates, etc., from handwritten and printed material. Operates C.R.T. to create, recall and enter Extracto programmes for the Tax Collection Section. Creates and maintains Extracto profile for the Tax Office (deletes old and obsolete programmes, avoids duplication of Extractos). Operates C.R.T. to enter comments to the tax file for the Branch. Obtains overnight print-outs for Branch. Operates C.R.T. to enter and maintain ARR comments for tax office. Checks ARR comments monthly for deletions or adjustments required. Checks and totals statistical reports on a monthly basis, types Transfer Advice Forms, selects and delivers documents for transfer and storage to Central Records and retrieves upon request. Maintains Central Records file, records cheques for "Request Tax Certificates" on a tally sheet totals and forwards copies to Cashiers' Branch and files in chronological orer for future reference, maintains record book of requisitions and fees received. Delivers fees to Cashier, returns requisiton if incomplete, opens Branch mail, extracts Ledger numbers from CRT terminal and printouts from typewriter terminal and microfiles, as requested, and notes on incoming letters. The employee also draws "to scale" floor plans for reorganization of Treasury Division staff and/or equipment, creates organizational charts, logos, binder and report covers, etc., for the Treasury Division; and designs and monitors control of forms for use in the Tax Office. In addition, the employee answers telephone and counter enquiries regarding tax information, tax sales, etc., from the general public, lawyers, etc.; operates CRT and typewriter terminal to provide information as necessary; takes messages and directs calls as necessary and relieves reception staff during vacation absences or as directed.

QUALIFICATIONS

Several years' general clerical experience, preferably with some experience in a municipal tax environment. Legible handwriting and ability to work accurately with figures. Ability to design charts and forms. Must be trained in all aspects of Extracto programming. Able to retrieve data on a video display terminal using CICS and TSO. Good interpersonal communication skills to deal effectively with the public. Knowledge of City Tax By-laws, Tax Sale procedures and the current tax system. Must be a self starter and work under own initiative. Familiarity with graphic designing would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience. Additional related post secondary education would be an asset.

POSITION DESCRIPTION

TAX CERTIFICATE CLERK

WORK ILLUSTRATION

An employee in this position creates and maintains Law firm code file using T.S.O., on-line date entry; requests files printout from Data Processing, as necessary; processes correspondence requesting property addresses; extracts roll number from CRT; records roll number and law firm code number onto request; enters roll number and law firm code number on CRT to obtain Tax Certificate display; inserts lawyer's reference; requests overnight printing of Tax Certificate in writing; ensure Tax Certificate and printouts agree with Roll number on request; compiles and forwards to Revenue Clerks; updates Tax Master File i.e., bailiff comments, tax sale comments using CRT: maintains Void Tax Certificate file numerically; files correspondence by Tax Certificate number; types letters, form letters, statistical reports, requisitions, tax certificates and Tax Certificate copies for transfer to Central Records; prepares release forms and retrieves requested documents from Archives when required; verifies accuracy of Assessment Rolls by comparing prior and current years information; prepares Extracto programs for Senior Tax Collection staff when required, enters tax sale information on computer as requested; relieves reception staff i.e., typing, counter enquiries, etc. during vacations and absences, and orientates summer students and temporary staff in operation of CRT terminal.

QUALIFICATIONS

Several years' general clerical experience, preferably with some experience in a municipal tax environment. Legible handwriting and ability to work accurately with figures. Able to retrieve data on a video display terminal (CRT) using CICS and TSO. Good interpersonal communication skills to deal effectively with the public. Knowledge of City Tax by-laws and ATMS word processing procedures. Familiarity with Tax Sale procedures and with the current tax system would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience. Additional related post secondary education would be an asset.

POSITION DESCRIPTION

MANAGER, WATER REVENUE BILLING

WORK ILLUSTRATION

An employee in this position supervises the day-to-day activities of the staff involved in the billing of Water and Sewage Service Rates (Metered and Flat Rate); liaises daily with the Inspection Branch concerning priorities for verification of abnormal consumption and water service dispatch; ensures the Water Revenue Master file is up to date with current ownership. Makes effective recommendations regarding the hiring, training, discipling and termination of staff in the Water Revenue Billing Branch. Assists in the development of Water Rate Structure by providing statistical information of metered values and non-metered assumed consumption; approves release of billing of too high or too law consumption re "Very High Consumers"; authorizes the moving of due dates and allawances for billing adjustments; provides Budgetary support to Revenue Budget; and approves estimated consumption to be charged, e.g. when meters stopped, etc. The employee also authorizes regular and special bill runs; authorizes Extracto programs and prepares operational maintenance programs and recommends programming changes; prepares correspondence and reports for the signature of Administrator, Water Revenue, Director of Taxation and Water Revenue and Commissioner of Finance; interprets Water Works By-laws and statutes concerning Water Works; ensures every account supplied with water is accounted and billed; responds to complex enquiries concerning billing of water rates; and may act for Administrator, Water Revenue, Chief Inspector, or Manager, Water Revenue Accounting during temporary absences.

QUALIFICATIONS

Applicants should have advanced knowledge of large on-line computerized billing systems and must be able to prepare operational maintenance programming; good business English and the ability to prepare effective correspondence and reports are also required. Applicants must also possess good supervisory skills, be able to meet stringent deadlines, and cope with large volumes of work.

MINIMUM EDUCATIONAL REQUIREMENTS

A degree in Business/Public Administration or accounting or computer science or an acceptable combination of education and experience in a supervisory capacity.

POSITION DESCRIPTION

TYPIST

WORK ILLUSTRATION

The employee in this position, reporting to the Tax Arrears Collection Branch Supervisor, performs typing and support service duties for the Tax Arrears Collection Branch; answers telephone enquiries from the general public regarding tax status, Tax Sale and Tax Registration information; types correspondence and reports from handwritten material or dictaphone into ATMS for Branch and Unit Supervisors and also types various legal forms relating to Tax Registration and Tax Sales; attends meetins and takes minutes as required; maintains daily attendance records for Tax Collection Branch; operates CRT to extract printouts of tax assessment information; maintains correspondence and tax letter files for Branch and operates microfilm printer to verify information.

QUALIFICATIONS

Several years of general clerical experience, with knowledge of standard office practices and procedures. Good typing skills (50 w.p.m. minimum) and the ability to write legibly. Familiarity with the use of ATMS word processing system. Good telephone and interpersonal skills to deal effectively with the public and to handle stressful situations regarding tax enquirires. Some familiarity with tax collection procedures and with use of TSO would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent education and/or experience.

POSITION DESCRIPTION

DIRECTOR, TAXATION & WATER REVENUE

WORK ILLUSTRATION

An employee in this position plans, organizes, directs and controls the activities of the Revenue Division; makes effective recommendations regarding the hiring, training, discipline and termination of employees in the Taxation and Water Revenue Division; directs the Tax Section in the billing and collection of realty and business taxes, payments in lieu of taxes, sewer impost charges and various special charges and sundry revenues of the City; directs the Water Revenue Section in the billing and collection of water rates, meter rental charges, sewer service rates and related charges, and directs the Administrator, Water Revenue, in the operation of the City's water utility in conjunction with the Public Works Department; directs the Administration & Information Services Section in the development of management and statistical reports for the Commissioner and City Council, design and development of major systems, and research and analysis into matters concerning assessment, taxation and water rates and related matters, directs the development and operation of information services to tax and water ratepayers. The employee also provides assistance and information to the Commissioner and/or Deputy, Members of Council, Civic Departments, taxpayers and other government agencies, etc., on assessment, tax, water and related financial matters, as necessary, and prepares financial reports for Commissioner and City Council approval, as required. The employee additionally directs the preparation of the annual operating budget for the Taxation and Water Revenue Division, and also reviews Section budgets and directs the preparation of annual Water, Sewer Maintenance and Parking Meter Budgets.

QUALIFICATIONS

Several years' experience in financial management, with excellent communication skills. Experience in the public sector, preferrably municipal, would be an asset. An ability to develop and implement complex administrative and operative systems, a large portion of which are automated, is essential. Knowledge of the City of Toronto administrative and personnel policies and procedures would be an asset.

MINIMUM EDUCATIONAL REQUIREMENTS

A university degree in business, combined with a professional accounting designation, would be preferred. Equivalent combinations of education and/or experience will be considered.

POSITION DESCRIPTION

TAX MAIL AND INFORMATION CLERK

WORK ILLUSTRATION

An employee in this position receives incoming mail for Cashier's Branch; sorts into groups i.e. account codes, property address, name, etc.; investigates and re-directs cheques for water, buildings, planning, etc. to proper Departments; forwards change of owner and/or address to Tax Information; prepares list of ledger numbers for post-dated cheques or payments received without bills and forwards to Tax Accounting for entry into computer; receives list after entry into computer; submits requests (using TSO) to reproduce stubs; verifies stubs with cheques to ensure accuracy; totals cheques and balances with stubs; assigns Batch number to cheques and stubs and forwards to Transaction Processor; submits programs through terminal operator to flag or deflag printing of statements as required; contacts and/or returns cheques to taxpayers, lawyers, banks, mortgage companies, etc. re: unsigned, incorrect payee, unidentifiable payment, etc.; prepares adjusting journal entries to correct coding errors, invalid payments, errors in posting, etc.; confers with Arrears Collectors, Supervisors, etc.. re supplementary billing dates, accounts in hands of Bailiffs, etc. to arrange for proper distribution of cheques and application of penalties; verifies ledger numbers and amounts owing on CRT to ensure proper distribution of payments re multiple accounts; back dates penalty screen to apply or exempt penalties as applicable; maintains file of letters and envelopes for record of postmarks and date of receipt to establish correct penalty applicable; controls use of "modify" stamp on payments to eliminate penalty showing on CRT terminal; and assigns work to temporary clerks.

QUALIFICATIONS

Several years of tax experience; good knowledge of procedures and systems used for recording tax payments; and good communication skills.

MINIMUM EDUCATIONAL REQUIREMENTS

Secondary school or approved equivalent.